

ANNUAL REPORT 2015



Walter Pearson
Interim Director

oeo.mo.gov



Office of Equal Opportunity

Jeremiah W. "Jay" Nixon
Governor

Douglas E. Nelson
Commissioner - Office of Administration



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**LET'S BE OUR BEST
TOGETHER.**



Jeremiah W. (Jay) Nixon
Governor



Douglas Nelson
Commissioner

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Walter J. Pearson
Interim Director

February, 2016

The Honorable Jeremiah W. (Jay) Nixon
Capitol Building Room 216
Jefferson City, Missouri 65101

Dear Governor Nixon:

On behalf of the Office of Administration (OA), the Office of Equal Opportunity (OEO) is proud to submit the enclosed 2015 State of Missouri Annual Report on inclusion and participation within state agencies. Over the past eight years of OA's administration we have overcome many obstacles and challenges to accomplish our vision, goals and mission including, but not limited to the following accomplishments:

- *Executive Order 10-24; state agencies workforce diversity inclusion*
- *Executive Order 14-07; appointments to the Oversight Review Committee*
- *Executive Order 15-06; establishes procurement opportunities to MWBEs*
- *Executive Order 14-15; establishes the Ferguson Commission*
- *eGovernment OEO Online Application*
- *eGovernment MissouriBUYS Online Vendor Registration*
- *Reorganization of the Contract and Compliance Council and the Workforce Diversity Council.*

Under my direction as Interim Director of the OEO, the internal reorganization and streamlined processes have allowed OEO to work on the creation of an **Online Application System** that will allow M/WBE applicants to submit their application and supporting documentation electronically. The implementation of this system will reduce the number of hours it takes an applicant to submit the documentation necessary, and will reduce the time that staff members review and track information manually. Certification application efficiency has decreased by 50 percent. This is a process that once took 60 to 90 days to approve a complete application. Now, the turnaround time is only 30 to 45 days. Currently, OEO has 1,339 certified members of which 530 are in the construction-related industry and the rest are certified to provide commodities, goods and services.

Although we have achieved much success, we know that much work is still needed to help the State of Missouri reach a level of parity and equality in regards to contracting and employment opportunities for M/WBEs. There is no question that the past four fiscal years have proven to be illuminating for OA and the OEO to leave a state of economic stability for all Missourians to prosper.

As we complete this journey of a shared vision to improve the conditions of our underserved constituents, stakeholders and communities in a public private partnership, I want to thank Commissioner Douglas Nelson for his leadership and Renee Slusher, General Counsel and Deputy Commissioner, for her insight and legal assistance with the OEO program.

In closing, thank you for your leadership, guidance and support of OEO's efforts. Our state will continue to be a framework for moving Missouri forward.

Sincerely,

Walter J. Pearson
OEO Interim Director

Executive Summary

Generations of Americans living in the United States today have had the unique opportunity to celebrate the freedoms we enjoy. The celebration of government by the people was the bicentennial of the Declaration of Independence in 1976; the centennial of the Statue of Liberty in 1986; and the beginnings of the Constitutional bicentennial in 1987--all which have given us reasons to reflect on the promise of America. (*Source: Official Manual State of Missouri 1987-88 p.5*).

All great ideas have humble beginnings: whether it's a spark, an idea, or a movement, and it takes a true leader to bring an idea from conception to realization. The Office of Equal Opportunity (OEO) was shaped by history and by great men and women who took on the challenge to be trailblazers. The current OEO staff humbly dedicates this annual report to the following individuals who left their footprint in state government as they worked towards inclusion, diversity and equal opportunity.

The Historic Perspective of Missouri's Office of Equal Opportunity – a program within the Office of Administration (OA)

- **1985 -1993 Mark Miller** was appointed the first Executive Director of the Governor's Commission on Minority Business Development for the State of Missouri, Office of Administration. He was responsible for the development and administration of programs providing technical assistance to minority- and majority-owned businesses. Among the many initiatives and programs that were created, the following were Miller's highlights:
 - Performed as the OA chief negotiator with Highway and General Contractors Unions for inclusion of minority and women skilled crafts persons related to the \$300 million Third State Building Fund.
 - Along with a team of other state employees, drafted legislation that funded the state's Minority Business Disparity Study. (The Study set forth state purchasing policy recommendations on contracting with minority firms.)
 - Assisted hundreds of minority- and women-owned businesses in receiving over \$30 million in state contracts.
 - Provided technical assistance to state agencies, universities, and local municipalities in the development of minority business purchasing and certification policies.
 - Developed and placed in State Rule the standards and methodology for certification of minority- and women-owned firms for OA's Division of Design and Construction.
- **1991-1992 Jacqueline Lester** served as Human Relations Officer at OA.
- **1993-1994 Kelvin Simmons** served as Human Relations Officer at OA.
 - January 1994 Executive Order 94-03 was signed and stated that the Governor shall designate a State Equal Employment Opportunity (EEO) Officer.
- **1995-1996 Carla Owens-Combs** served as the Equal Employment Opportunity Officer.
 - First Disparity Study was conducted by Mason Tillman & Associates under the leadership of Walter Pearson, Assistant Director of Missouri Department of Economic Development.
- **1997-2000 Alisa Warren** served as the first OEO Director, and OEO is mentioned for the first time in the Official Manual State of Missouri (Blue Book).
 - November 1998 Executive Order 98-21 was signed mandating all state agencies to make every feasible effort to increase the percentage of goods and services procured from certified minority- and women-owned businesses (MBEs and WBEs) to 10% and 5%, respectively, and the Office of Contract Compliance was created.
- **2001-2004 Marvin Eason** served as the second OEO Director.

- **2005 -2006 Donna White** served as the third OEO Director.
 - September 2005 Executive Order 05-30 was signed and the OEO's name was changed to Office of Supplier and Workforce Diversity (OSWD).
- **2007-2008 Angel McCormick Franks** served as Office of Supplier and Workforce Diversity Director.
- **2009 -2010 Alan Green** served as Office of Supplier and Workforce Diversity Director.
 - July 2010 Executive Order 10-24 was signed. The executive order states that the governor shall designate a State Equal Employment Opportunity (EEO) Officer.
- **2011-2015 Celeste Metcalf** served as the OEO director.
 - Appropriations from the Missouri General Assembly fund the State of Missouri Disparity Study.
 - 2014 Disparity Study was conducted by Colette Holt & Associates under the leadership of Doug Nelson, Commissioner of Administration.
 - Executive Order 14-07 Established the Disparity Study Oversight Review Committee (ORC).

In June 2015, Assistant Commissioner **Walter Pearson** was appointed OEO Interim Director. Pearson's experience in M/WBE matters qualified him to lead this program. With the completion of the 2014 Disparity Study a list of recommendations was made by the 2014 Disparity Study **Oversight Review Committee**, which was established by "**Executive Order 14-07.**" The committee made the following recommendations to Missouri's Gov. Jeremiah "Jay" Nixon and OA's Commissioner Doug Nelson:

1. RECOMMENDATION: Adequate Funding for the Office of Equal Opportunity (OEO) To Obtain Adequate Resources.

Action: One of the first issues addressed was the inadequate number of staff members to handle the workload at OEO. Under Pearson's direction, and with the support of OA Commissioner Doug Nelson, a strategic plan was created to use existing staff and resources at the Office of Administration to bring OEO staff to 5.5 full-time equivalent staff members without using any additional funding from General Appropriation.

2. RECOMMENDATION: Establish an M/WBE Contract Compliance Policies and Procedures

Action: It is imperative to keep state agencies engaged in the vision and mission of the OEO. The **Contract Compliance Council** and **Workforce Diversity Council** are a venue for the agencies to provide input and impact inclusion and diversity in state government. The Councils has created committees for best practices, training and policies and procedures.

3. RECOMMENDATION: Overall Annual M/WBE Participation Goals

Action: Gov. Jay Nixon recently signed Executive Order 15 -06 on October 21, 2015, which outlines a series of steps to ensure the state's contracting process promotes diversity and greater inclusion of Minority and Women Business Enterprises (M/WBEs). This executive order will help implement the State Disparity Study recommendations made by the Disparity Study Oversight Review Committee.

4. RECOMMENDATION: Develop an Outreach Plan to M/WBEs

Action: For the first time during this administration a Small Business Symposium and Reverse Vendor Fair was held in St. Louis and Kansas City, respectively. During these events vendors were able to network with the departments of the executive branch, Treasurer's office and the Secretary of State's Office. Attendees also participated in three workshops: **Vendor Boot Camp:** A roadmap through the State of Missouri's Competitive Bid Process; **Let's Talk Money:** Access to Capital for Small Businesses; and **The Human Element in Your Success:** Building and Maintaining a High Performing Work Team. A similar outreach event is scheduled for Central Missouri during 2016.

**The following are the recommendations from the Oversight Review Committee:
(See Appendix D for more details)**

Narrowly Tailored Program Eligibility Standards – the state should revisit its eligibility standards and consider implementing a graduation benchmark.

Program Compliance Training For Bidders and Vendors- the state should consider implementing additional technical and training opportunities.

Bidder Non-Discrimination and Fairly Priced Subcontractor Quotations- the state should determine if procedural changes are needed and feasible.

Annual Program Performance Measures- develop a dashboard of program performance measures which should be tracked and evaluated annually.

M/WBE Contract Goals – the committee agrees with the consultant and recommends setting the annual participation goals in accordance with the study at 10 percent for minority-owned businesses and 10 percent for women-owned businesses. Contract specific goals should be considered as the program moves forward

Electronic Contracting Data Collection and Monitoring System- the state needs to implement an electronic contracting data collection and monitoring system that has the ability to allow the state to measure the achievement of M/WBE goals.

Regular Reviews- the Office of Equal Opportunity (OEO) should conduct an annual evaluation of the program's administration and processes that include recommendations for improvement.

Contract Sizes and Scopes- the state should consider unbundling some contracts in an effort facilitate the inclusion of M/WBE participation in the bidding process and to further the achievement of participation goals.

Access to State Contracting Information- the Office of Administration (OA) should continue moving forward with electronic advertising and the eProcurement system to improve access to the state contracting information and should ensure state departments are following the same procedures.

Prompt Pay Policies- OA needs to ensure that all state agencies are aware of Sect. 34.055, RSMo and the changes made to Sect. 34.057, RSMo in 2014.

Small Contractor Bonding and Financing Program- OA should determine what assistance would be most beneficial and if such program could be implemented.

Surety bonding and Experience Requirements- the state should review surety bonding and experience requirements to facilitate the inclusion of M/WBE participation in the bidding process.

Solicitation Times- lengthen the solicitation times for prime vendors to obtain M/WBE participation whenever possible.

Partnerships with Entities for Technical Assistance and Supportive Services- OEO should gather information about other agencies or organizations that exist and work with them to streamline efforts and prevent

Mentor-Protégé Program- OA and OEO should consider adopting a Mentor-Protégé Program using the Missouri Department of transportation's (MoDOT's) program as a model.

Sunset Date- the state should do another disparity study in five years and re-evaluate the need for the continuation for the program at that time.

Small Business Program- the state should consider adopting a race neutral small business set-aside program.

Since the initial post disparity study implementation initiatives, OEO has made some changes to the overall operations of the OEO. The Interim OEO Director and current staff have taken the directive and challenge to move the marker forward by working on implementing some of the recommendations to improve and streamline the certification application process by 50%. OEO's director and staff also have chosen this 2015 Annual Report to recognize the men and women who impacted this program since its inception in 1985.

Special thanks to the Contract Compliance Council, the Missouri Department of Transportation, Workforce Diversity Council, Office of Administration Commissioners Office Staff, Division of Purchasing, Division of Facility Management Design & Construction, State Agencies and the current Administration.

Special acknowledgement to Edith Kamara, Carmela Thornton, Roxy Antonio, Allan Forbis, Wanda Seene, Sherrece Smith, Barb Shimmens, Sara VanderFeltz and Renee Slusher, Deputy Commissioner & General Counsel, Missouri General Assembly, Sen. Kurt Schaefer and Sen. Shalonn "Kiki" Curls for your commitment and support of the OEO program.

Our commitment to diversity starts at the top "nothing is more vital to the long-term growth of Missouri's small businesses than our ability to educate, attract and retain certified M/WBEs and talented and dedicated employees".

As Assistant Commissioner of the Office of Administration and Interim Director of the Office of Equal Opportunity, I Walter J Pearson, approve this annual report.

OEO's Vision and Mission Statements

Mission Statement

The Office of Equal Opportunity strives toward participation in employment and contracts commensurate with and reflective of the state's current demographics, with the ultimate objective of improving and enhancing the long-term economic viability of the State of Missouri.

Vision Statement

The Office of Equal Opportunity envisions being the central focal point for progress regarding the participation of minorities and women in employment, federal and state contracts, and business relationships throughout the State of Missouri.

The Office of Equal Opportunity will develop and establish a communications channel that encourages information flow from the top to the bottom. The "top" includes entities with the decision-making capacity to hire, engage and supply opportunities, such as departments, agencies and private businesses presenting opportunities of interest. The "bottom" includes the network of women, minorities and minority businesses, contractors, civic organizations, associations and certifying agencies providing the names of potential candidates with the qualifications to fulfill the opportunities presented.

In addition, the Office of Equal Opportunity will subscribe to the notion that the synergy resulting from the combined efforts of all business ventures has a greater impact statewide than the individual efforts of a few businesses. While there may be many "stars" scattered throughout Missouri, we should not focus on cultivating only the "stars" at the exclusion of the numerous other business entities that exist.



A successful sports team is only as good as the "bench" in place to support its star players. In much the same way that a sports team cannot rely solely on one or two individuals, the state cannot risk its future solely on a select few businesses to provide the foundation for future growth. Growth takes time, patience and attention; we must give our attention to the businesses of today AND tomorrow lest we lose both.

Finally, the Office of Equal Opportunity will strive to communicate the idea that the responsibility to increase minority and women participation cannot and should not rest in the hands of one agency or one entity. Raising the bar of minority and women participation standards statewide should be everyone's charge. This vertically integrated approach to opportunity access, combined with the use of various State resources at our disposal, is designed to ultimately enhance the continuity, success and economic viability of all entities residing within the State of Missouri.



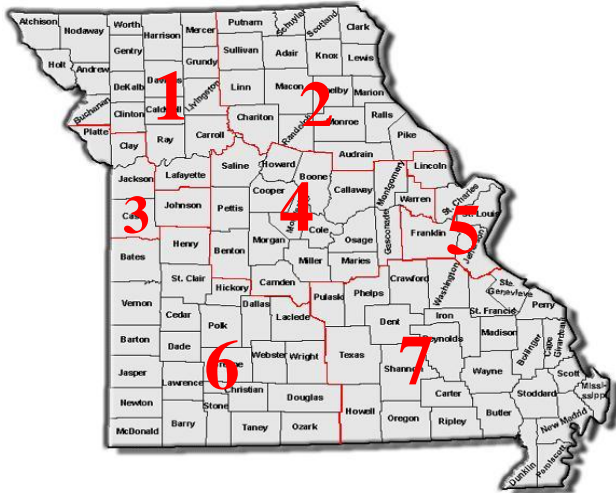
CERTIFICATION SUMMARY



**Strong
Diverse
Partnerships
Keep Us
Growing.**

MBE/WBE Certification Summary

OEO certifies M/WBE vendors to participate in the procurement process of the State of Missouri. For certification purposes, the State is divided into seven (7) separate regions as indicated by the map to the left.



OEO's definition of a **MINORITY BUSINESS ENTERPRISE (MBE)** is a firm that is at least 51% owned, managed and controlled by one or more minority individuals. A racial minority is, for the purposes of the State of Missouri's MBE program, defined as an individual who is a citizen or a lawfully admitted permanent resident of the United States and who is a member of one of the following groups: Black American, Hispanic American, Native American including Alaskan Native, Pacific Islander and Aleut, Asian-Pacific American, and Asian-Indian American, as well as, any other similar racial minority groups identified in Chapter 37 of the Missouri Revised Statutes as listed in Section 37.013.

A **WOMAN BUSINESS ENTERPRISE (WBE)** is a business that is at least 51% owned, managed and controlled by one or more women. Certification as an MBE and/or WBE provides greater opportunities for the certified business to bid on state contracts. All certified MBE/WBE vendors appear on the OEO Directory of Certified Vendors. State agencies and contractors from both the public and private sectors, have access to this resource in soliciting certified minority and/or woman owned businesses participation for ongoing projects.

The table below is a comparison of the average number of days it takes OEO to process and complete an M/WBE standard application by region for Fiscal Years 2014 and 2015.

Region	FY 15 Total Vendor Count	FY 15 Avg. Days to Completion	FY 14 Total Vendor Count	FY 14 Avg. Days to Completion
1 - Northwest	4	43	2	65
2 - Northeast	2	68	1	72
3 - Kansas City	25	66	26	60
4 - Central	18	47	16	62
5 - St. Louis	60	51	79	64
6 - Southwest	13	81	13	111
7 - Southeast	10	70	8	62
TOTALS	132	60.86	145	70.86

OEO accepts applications for M/WBE certification from (16) other states. M/WBE certified vendors are listed in the OEO certified M/WBE vendors directory on its website. OEO M/WBE certified vendors are able to participate as prime and/or sub-contractors in the state of Missouri's procurement process.

In addition, the directory provides a readily available resource for state agencies, as well as non-state government entities, seeking to do business with minority and women vendors. OEO is the voice that advocates on behalf of minorities and women to ensure their representation and inclusion in the State's procurement process.



OEO has continued to work with certifying entities throughout the state to expand on certification opportunities for prospective M/WBE vendors.

OEO currently works with seven (7) separate agencies throughout Missouri, including the Cities of St. Louis and Kansas City, as well as other national certifying entities.

Types of Certification

Standard Certification - Standard applicants must progress through all stages of the certification process and qualify under 1 CSR 10-17. This is a three (3) year certification which requires two (2) Annual Update submissions and a Re-Certification submission review every third (3rd) year.

Rapid Certification - An applicant whose principal place of business is in Missouri and who possesses a current M/WBE certification from another certifying entity can qualify. Rapid response applicants may receive certification from OEO through a memorandum of understanding. Less documentation is needed compared to a standard/initial applicant and an On-site review/interview is not required. Rapid applicants must be headquartered in the State of Missouri.

Out of State Certification - Out of State applicants must apply to the State of Missouri to become certified when there is no direct reciprocity. The requirements for certification vary from state to state so applicants must meet the qualifications as listed below and be from a state whose program has been reviewed and placed on the list of accepted states.

Final Determination

Each (Standard, Rapid, and Out of State) applicant's desk review and recommendations are reviewed independently by the OEO staff to ensure that the standards for certification are met as listed in 1 CSR 10-17 (OEO's Standard Code of Regulations). Each firm must be analyzed individually on its own merits and must demonstrate beyond a preponderance of the evidence that they meet the requirements for M/WBE certification. There are four (4) separate final determinations:

- ✚ **Certify** - Certified M/WBE Status means that a firm has met the requirements for certification as specified by the OEO Code of State Regulations.
- ✚ **Certify - 1 Year Provisional** - OEO may authorize a one (1)-year provisional certification in certain circumstances, such as to allow time for a minority or woman to transition from being an employee to a business owner or to review tax information that is not available for a new firm at the time of application.
- ✚ **Decline** - OEO may decline rather than deny certification when one (1) or more issues are identified during the preview for certification. Applicants declined certification will be notified in writing and may respond with additional documentation or clarification within the time frame stated in the notice.
- ✚ **Denial** - Applicants denied certification will be notified in writing of the reason(s) for denial. Reasons may include but are not limited to: incomplete or inaccurate application; failure to provide requested information, failure to meet certification standards, or failure to cooperate during the certification process. If OEO denies certification, an applicant has twenty-one (21) calendar days to appeal the denial.



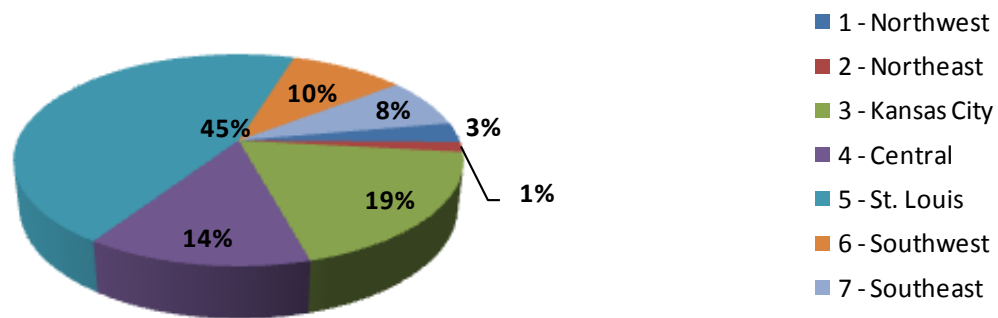
The tables below show a breakdown of the number of M/WBE certifications by region, denials by region, and declines by region, and withdrawn applications by region for FY15. The OEO is working towards expanding outreach programs to foster and increase applications from entities throughout the state. The OEO is dedicated to providing superior services toward expanding the program throughout the metropolitan areas of the state and throughout the rural regions, especially the Northeast and Northwest.

FY 15 Standard Applicants Breakdown by Final Determination									
Region	1 Northwest	2 Northeast	3 Kansas City	4 Central	5 St. Louis	6 Southwest	7 Southeast	Total by Category	% of Total
Certified	3	1	17	11	42	8	6	88	67%
Denied	1	1	7	7	11	5	4	36	27%
Declined	0	0	0	0	1	0	0	1	0.75%
*Withdrawn	0	0	1	0	6	0	0	7	5.30%

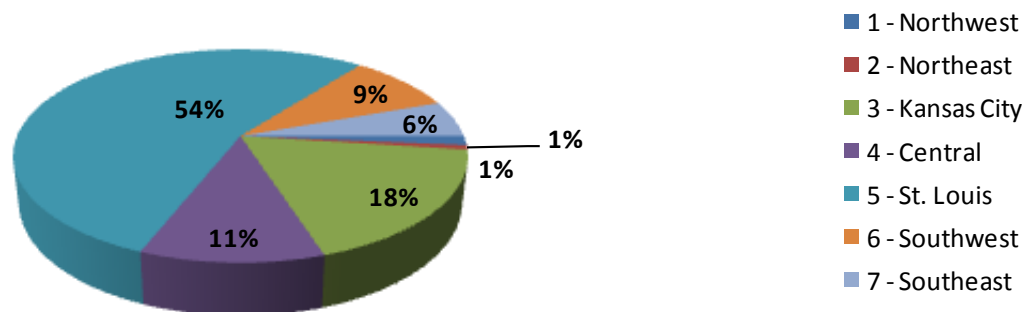
*Withdrawn is the status given to any applicant who has either requested that their application be withdrawn for consideration or that has not responded to requests for information/ documentation required to determine certification eligibility. Withdrawn M/WBE applications

FY 14 Standard Applicants Breakdown by Final Determination									
Region	1 Northwest	2 Northeast	3 Kansas City	4 Central	5 St. Louis	6 Southwest	7 Southeast	Total by Category	% of Total
Certified	1	1	19	15	59	6	5	106	73%
Denied	1	0	6	1	13	3	3	27	19%
Declined	0	0	1	0	2	0	0	3	2.07%
*Withdrawn	0	0	0	0	5	4	0	9	6%

FY 15 Standard Applications by Region



FY 14 Standard Applications by Region





STATE PROCUREMENT ANALYSIS

FY15 State Procurement Summary

Procurement can be a potentially powerful tool for governments to promote equal economic opportunities and to counteract discrimination in the marketplace. Over the last several decades, federal, state and local governments throughout the nation including Missouri have developed programs with the express intent of increasing the number and value of government contracts awarded to minority-owned business enterprises (MBEs) and woman-owned business enterprises (WBEs).

In the State of Missouri, each state agency plays a different role in addressing and supporting the needs of the State which dictates the nature and type of expenditure that is required in each situation. Some state agencies have a routine portfolio of contracts that provide a more predictable level of participation from year to year. Other agencies have major contracts that are awarded in one year and not in another as a result of variations in funding, inventory draw downs, or other unplanned circumstances. Some major contracts may provide an opportunity to involve additional participation.

The Department of Corrections, for example, may have multiple correctional and supervision centers throughout the entire state. Most of these facilities are located in small towns or rural communities where the department is committed to supporting the local economy. It is quite typical for a facility in the rural areas to support local vendors for expenditures under the \$3000 bid threshold.

Similarly, the Department of Conservation may rely on local or rural retail outlets to supply grounds maintenance or feed supply products. These types of goods dictate the necessity for short-term, non-contractual relationships. The Department of Social Services may spend the bulk of its expenditures in partnership with non-profit agencies; while the Department of Elementary and Secondary Education may employ an abundance of independent contractors and service providers.

The uniqueness of each agency service offering, combined with the dynamics of each agencies' contractual vs. discretionary expenditure needs, will determine what combination of expenditure transactions satisfy each unique situation. In an effort to provide an analysis that neutralizes these agency differences and makes the information more consistent and comparable among agencies, a variety of factors must be taken into consideration.

Agencies sometimes require specialized procurements, and a sole source contract in which only one vendor can provide the requisite goods or services may offer limited minority or women opportunities.

This could be due to the size of the contract, the region of the state in which the contract is located or the specific industry involved. For contractual situations such as these, agencies may utilize a Single Feasible Source (SFS). As defined in Section 34.044, RSMo, a (SFS) procurement exists when:

- Supplies are proprietary and only available from the manufacturer or a single distributor; or
- Based on past procurement experience, it is determined that only one distributor services the region in which the supplies are needed; or
- Supplies are available at a discount from a single distributor for a limited period of time.

When agencies are required to use a specified vendor as a result of a statewide contract, the respective agency has limited control over the minority or woman participation on that contract. As a final example, contracts with not-for-profits cannot be counted towards minority and woman participation goals. Only OEO certified vendors can be counted toward MBE and WBE targets and OEO only certifies "for profit" businesses.



FY15 State Procurement Summary

Executive Order 05-30 states that “All agencies shall continue to make every feasible effort to target the percentage of goods and services procured from certified MBEs and WBEs to 10% and 5% respectively”.

The table below gives an overview of expenditures incurred by each executive department. Although the legislature, judicial and elected officials are not subject to this executive order their M/WBE utilization is also included.

FY15 State Procurement Summary Table

Legislative, Elected Officials & Judicial Branches*	MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	TOTAL EXPENDITURES	TOTAL EXCLUDABLES	NET EXPENDITURES	MBE %	WBE %
	\$7,498,414.02	\$2,103,055.85	\$56,360,420.23	\$65,961,890.10	\$0.00	\$65,961,890.10	11.37%	3.19%
EXECUTIVE DEPARTMENTS								
OA	\$33,503,462.22	\$7,512,817.84	\$66,630,263.62	\$107,646,543.68	\$88,525.42	\$107,558,018.26	31.15%	6.98%
MDA	\$144,158.99	\$119,819.04	\$4,765,760.60	\$5,029,738.63	\$2,511,125.80	\$2,518,612.83	5.72%	4.76%
MDC	\$5,069,501.04	\$1,412,119.15	\$40,997,972.06	\$47,479,592.25	\$319,773.76	\$47,159,818.49	10.75%	2.99%
DOC	\$15,785,129.34	\$9,801,468.45	\$201,155,164.03	\$226,741,761.82	\$11,157,731.24	\$215,584,030.58	7.32%	4.55%
DED	\$4,851,324.19	\$2,557,549.50	\$16,491,888.32	\$23,900,762.01	\$3,629,179.05	\$20,271,582.96	23.93%	12.62%
DESE	\$1,356,895.76	\$3,121,075.79	\$45,441,614.31	\$49,919,585.86	\$105,043.11	\$49,814,542.75	2.72%	6.27%
DHSS	\$194,155.62	\$141,145.99	\$16,254,482.57	\$16,589,784.18	\$7,781,539.48	\$8,808,244.70	2.20%	1.60%
MDHE	\$5,000.00	\$41,398.29	\$161,796.73	\$8,979,849.58	\$8,771,654.57	\$208,195.02	2.40%	19.88%
DIFP	\$28,819.41	\$86,365.58	\$2,432,080.73	\$2,547,265.72	\$1,326,946.72	\$1,220,319.00	2.36%	7.08%
DOLIR	\$151,422.95	\$140,118.94	\$855,147.77	\$1,146,689.66	\$243,638.41	\$903,051.25	16.77%	15.52%
DMH	\$153,925.49	\$350,550.91	\$35,673,559.04	\$36,178,035.44	\$6,199,520.79	\$29,978,514.65	0.51%	1.17%
DNR	\$759,343.56	\$556,581.78	\$16,798,766.24	\$18,114,691.58	\$5,208,339.00	\$12,906,352.58	5.88%	4.31%
DPS	\$8,929,286.59	\$2,023,486.26	\$25,137,850.80	\$36,090,623.65	\$0.00	\$36,090,623.65	24.74%	5.61%
MSHP	\$7,047,380.18	\$609,995.60	\$40,496,203.86	\$48,153,579.64	\$6,620,566.39	\$41,533,013.25	16.97%	1.47%
DOR	\$1,457,962.00	\$504,441.00	\$12,981,870.00	\$14,944,273.00	\$0.00	\$14,944,273.00	9.76%	3.38%
LOTTERY	\$14,770,571.00	\$6,085,002.00	\$95,489,665.00	\$116,345,238.00	\$10,277,225.49	\$106,068,012.51	13.93%	5.74%
STC	\$0.00	\$37.00	\$51,977.00	\$51,977.00	\$0.00	\$51,977.00	0.00%	0.07%
DSS	\$14,607,224.74	\$11,882,271.96	\$133,757,657.71	\$160,247,154.00	\$0.00	\$160,247,154.00	9.12%	7.41%
MODOT	\$12,772,811.36	\$3,883,341.56	\$221,789,484.17	\$238,445,637.09	\$3,187,739.00	\$235,257,898.09	5.43%	1.65%
SUB-TOTAL OF EXECUTIVE DEPARTMENTS	\$121,588,374.44	\$50,829,586.64	\$977,363,204.27	\$1,149,781,165.35	\$67,428,548.23	\$1,082,352,617.12	11.23%	4.70%
STATEWIDE TOTALS	\$129,086,788.46	\$52,932,642.49	\$1,033,723,624.50	\$1,215,743,055.45	\$67,428,548.23	\$1,148,314,507.22	11.24%	4.61%

*Expenditures include only those goods and services purchased directly from vendors. College and university expenditures are excluded. Leasing expenditures are also excluded. Journal vouchers, which do not represent actual checks/disbursements, are also not captured in the MBE/WBE analysis.

The following key lists the Executive Departments' acronyms along with their names:

OA	Office of Administration	MDA	Dept. of Agriculture	MDC	MO Dept. of Conservation
DOC	Dept. of Corrections	DED	Dept of Economic Development	DESE	Dept. of Elementary & Secondary Education
DHSS	Dept. of Health & Senior Services	MDHE	MO Dept. of Higher Education	DIFP	Dept. of Insurance, Financial Institutions & Professional Reg.
DOLIR	Dept. of Labor & Industrial Relations	DMH	Dept. of Mental Health	DNR	Dept. of Natural Resources
DPS	Dept. of Public Safety	MSHP	MO State Highway Patrol	DOR	Dept. of Revenue
Lottery	MO State Lottery	STC	State Tax Commission	DSS	Dept. of Social Services
MoDOT	MO Dept. of Transportation				

FY15 State Procurement Summary

M/WBE Utilization in the State of Missouri

The Office of Equal Opportunity (OEO) understands that the participation of Minority and Women Business Enterprises (M/WBEs) in the State of Missouri's procurement process is essential to the economic stability of our communities. Executive Order 05-30 states that the desirable M/WBE Utilization Percentages (UP) is 10% MBE and 5% WBE.

The OEO has a responsibility to explain to its constituents and stakeholders how the M/WBE Utilization percentage is calculated at the end of each fiscal year. It is generally believed that M/WBE percentages should be applied to the total expenditures that the State of Missouri incurred during a particular fiscal year. However, this is not always the case.

Below are the steps used to arrive at the M/WBE utilization calculations:

- ✚ **Step 1:** Total all the payments made to all vendors with includable object codes;
- ✚ **Step 2:** Total the payments made to certified M/WBE vendors that provided goods and services; and
- ✚ **Step 3:** Divide the payments made to certified M/WBE vendors by total payments made to all vendors to obtain a utilization percentage.

For Contract Purchases and Agency Purchases, the State of Missouri calculates the UP based on payments that all departments make on a list of codes, known as "includable object codes". This list can include, but is not limited to, office supplies; laboratory supplies; professional services or IT services. Some of the items or services that are excluded are lodging, natural gas, and utilities. Expenditures presented in this report include total expenses on "includable object codes". The UP is calculated in the following manner:

- ✚ If an M/WBE vendor is participating as a subcontractor in a contract, the participation is calculated based on reports submitted by the prime contractors to Division of Purchasing. A percentage of the total payments to the prime contractor should equal the percentage specified in the contract. These expenditures are combined and the utilization percentages for M/WBE vendors are calculated.

The following are definitions of some key terms utilized throughout this report:

- ✚ **Purchasing Contracts**– when an agency makes a purchase with the use of a contract set up by the Division of Purchasing.
- ✚ **Agency (Discretionary) Purchases**– when an agency purchases directly from a vendor without the use of a contract



Office of Administration

Commissioner: Douglas Nelson

The Office of Administration (OA) is the state's service and administrative control agency. Created by the General Assembly on January 15, 1973, OA oversees and coordinates the central management functions of state government. OA's responsibilities were clarified and amended by the Omnibus State Reorganization Act of 1974. The Commissioner of Administration appoints the Deputy Commissioner, Assistant Commissioner and the Directors of the following divisions:

Accounting	Budget & Planning	General Services
Information Technology Services	Personnel	Purchasing
Facilities Management, Design & Construction		

Programs assigned to OA include:

Administrative Hearing Commission	Children's Trust Fund	Governor's Council on Disability	Human Resources
Office of Equal Opportunity			

OA'S PROCUREMENT PROCESS

All purchases over \$3,000 are subject to competitive procurement requirements. For all purchases of \$25,000 or more, a formal, sealed, and advertised procurement method is required. The Division of Purchasing uses three (3) basic types of procurement methods. Other methods may be used as deemed in the best interest of the State of Missouri. The three procurement methods are:

An Invitation for Bid (IFB) is a formal request for sealed bids. The document will contain standard technical specifications of a specific nature and a formal bid opening date and time with which the bidder must comply in order to be considered for award. Subjective evaluation criteria may be used in an IFB.

A Request for Proposal (RFP) is used for complex requirements that preclude the use of specific specifications or requirements. An RFP will contain functional specifications for which the offeror must respond with a sealed proposal. A formal proposal opening date and time will be specified. Subjective evaluation criteria may be used to select a contractor. Negotiations may be conducted with those offerors who submit potentially acceptable proposals.

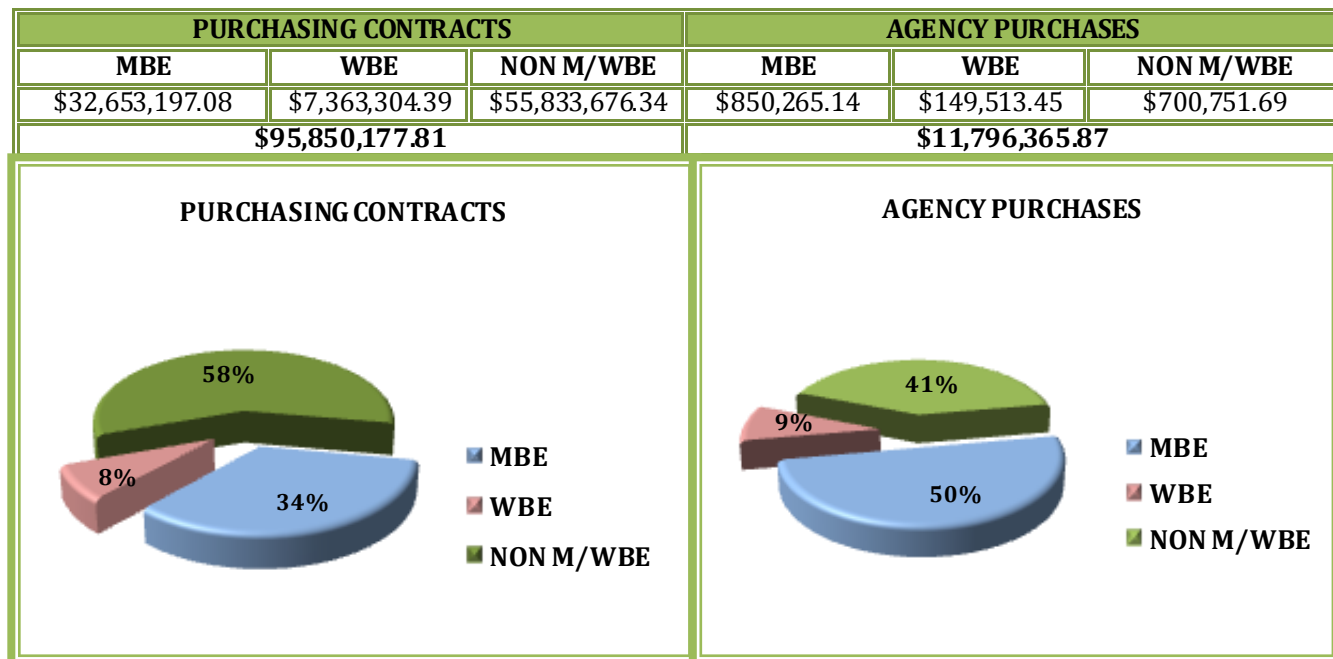
A Single Feasible Source is used when the goods or services are proprietary and only available from the manufacturer or a single distributor. This method may also be used to take advantage of special, limited-time discounts from a single distributor and, based on past procurement experience, it is determined that only one distributor services the region in which the supplies are needed.

OA'S MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. "**Net Expenditures**" represent OA's "Total Expenditures" of **\$107,646,543.69** minus "Excludable Expenditures" of \$88,525.42.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$33,503,462.22	\$7,512,817.84	\$66,630,263.62	\$107,588,018.26	31.15%	6.98%

The table and pie charts below represent the breakdown of OA's "Total Expenditures" into "PURCHASING CONTRACTS" and "AGENCY PURCHASES".



The table below details OA's Top Five (5) Expenditure areas along with the level of MBE/WBE participation achieved in each category:

Object Code Description		Expenditures Total	% of Grand Total Expenditures	MBE %	WBE %
2583	Comp Soft Maint Lic & Subsc	25,292,217.06	23.50%	37.99%	4.72%
2541	Info Technology Consult & Srvs	14,091,957.74	13.09%	10.12%	1.63%
2904	Other Equipment Leases Capital	6,752,470.86	6.27%	0.00%	0.00%
2706	Non-Mainframe Comp Soft	4,726,914.20	4.39%	36.69%	1.39%
2700	Non-Mnfrm Comp Equ Over Thres	4,412,467.59	4.10%	60.26%	0.24%

Division of Purchasing's Challenges to obtaining M/WBE Participation

- ✚ Statute requires bids to be awarded to the lowest and best bidder which may not always include MBE/WBE participation either as the prime or as a subcontractor.
- ✚ There is limited availability of OEO-certified MBE/WBEs for some of the products/services needed by agencies.
- ✚ The length of time it takes to become certified makes it difficult for an MBE/WBE to be newly certified by the closing date of a newly issued IFB/RFP.
- ✚ Trying to balance the time when an award must be made to meet the delivery requirements of the agencies for the product/services needed while giving enough time for the primes to locate MBE/WBEs and, if necessary, for OEO to certify MBE/WBE's before IFB/RFP closing date.



Listed on the tables below are **OA's Top Five Areas of MBE and WBE** participation respectively.

OA's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2703	Mainframe Equip Over Threshold	\$13,662.90	\$0.00	\$13,662.90	100.00%
2685	Under Threshold-Computer Equip	\$2,827,089.44	\$34,685.27	\$2,871,861.69	98.44%
2686	Under Threshold-Non MF Comp SFT	\$2,730,564.76	\$649,085.84	\$3,395,227.99	80.42%
2730	Communications Equipment	\$2,331.30	0.00	\$3,387.30	68.82%
2700	Non Mnfmr Comp Equ Over Thresh	\$2,659,238.97	\$1,654,542.43	\$4,412,467.59	60.26%

OA's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2505	Professional Court Serv	\$5,401.20	\$0.00	\$5,401.20	100.00%
2469	Temporary Personnel Serv	\$15,989.90	\$951.12	\$17,315.66	92.34%
2841	Maj Build/Fac Repair Serv	\$420,961.63	\$39,622.61	\$793,703.85	53.03%
2701	IT Net & Com Equip Over Thresh	\$1,445,769.41	\$2,534,067.17	\$3,979,836.58	36.32%
2301	Promotional Supplies	\$136.50	\$0.00	\$468.43	29.13%

To increase MBE/WBE utilization, OA will continue to do the following:

- ✚ When possible, give more time for bidders to respond to the bid solicitations so that primes may have adequate time to be able to propose meaningful subcontracts with MBE/WBEs they have identified.
- ✚ Annually, give OEO a listing of anticipated bid solicitations for the upcoming fiscal year which will include the proposed commodity codes or product/service areas that will be used so that OEO can work to identify and certify MBE/WBEs in these areas in anticipation of the bid opportunity.
- ✚ Add two columns to the current Upcoming MBE/WBE and SDVE Subcontracting Bid Opportunity page which will list the proposed commodity codes that will be used so that vendors wanting to receive email notifications can register for those codes prior to bid issuance and the previous bid number and current contract number, if applicable, so that vendors can educate themselves on the prior procurement.



OA-Facilities Management Design

Facilities Management, Design and Construction (FMDC)

M/WBE Participation Analysis

The mission of OA's Division of Facilities Management, Design and Construction (FMDC) is to provide superior workplace environments for state occupants and their visitors and to protect the State's investments in property assets. This mission is carried out by the various units that make up FMDC.

- ✦ FMDC's Operations Unit operates, maintains and manages state-owned office buildings and other structures in the Capitol complex and other locations within the state. They also maintain buildings for the Department of Elementary and Secondary Education, Mental Health, Division of Youth Services and the Missouri Highway Patrol. The unit also operates state office buildings in St. Joseph, Kansas City, Springfield and St. Louis.
- ✦ The Administrative/Legal Unit consists of the following sections: Legal, Contracts and Fiscal/Accounting. This unit has oversight of the division's overall administrative and fiscal issues.
- ✦ The Energy Unit is responsible for monitoring energy consumption in state-owned buildings and continues to develop and implement programs to help departments comply with the governor's Executive Order 09-18, mandating a reduction of energy consumption in state-owned buildings.
- ✦ The Real Estate Services Unit coordinates real estate transactions on behalf of the state to include conveyance of state-owned property, purchase of property and granting easements.
- ✦ The Capital Improvement Planning/Asset Management Unit is responsible for the CI budget, which includes the maintenance and repair budget, new construction budget and the re-appropriation budget. In addition, it maintains the condition of all assets in a comprehensive database. Review of all requests for appropriations for capital improvements also falls under the responsibilities of this unit.



Ahrens is a WBE and the General Contractor on the Fulton State Hospital demolition project.

During FY 15, various capital improvement projects were let. These projects are of particular interest to certified M/WBE members that provide construction and design services to the State of Missouri, because certified M/WBE members can participate as general contractors or subcontractors.

A review of the participation of M/WBE members in these projects reveals the following for FY15:

- ✦ **MBE members** participating as general contractors in capital improvement projects received payments of **\$2,884,836**.
- ✦ **WBE members** participating as general contractors in capital improvement projects received payments of **\$3,087,464**.
- ✦ **MBE members** participating as subcontractors in capital improvement projects received payments of **\$4,155,215**.
- ✦ **WBE members** participating as subcontractors in capital improvement projects received payments of **\$9,712,001**.

The aggregate payments to MBE and WBE members amounted to **\$7,040,051** and **\$12,799,465** respectively. Executive Order 05-30 stated that FMDC should reach 10% MBE participation and 5% WBE participation in capital improvement projects. The payments made to MBE and WBE members during FY 15 amounted to **9.62%** and **17.49%** respectively. FMDC reports that fewer MBE companies bid on FMDC's construction projects and non M/WBE general contractors that bid on CI projects are having a hard time locating and receiving competitive bids from minority contractors. The OEO will continue working with FMDC to certify M/WBE members that can participate in capital improvement projects and will also promote outreach events where general contractors and certified M/WBE members can come together.

Department of Agriculture

Director: Richard Fordyce

Established in 1933 by the General Assembly, the Department of Agriculture (MDA) promotes and protects Missouri's nearly \$6 billion agriculture industry by enforcing state laws that regulate and market the agricultural industry across the state. The department's divisions include:

Office of the Director	Animal Health	Agriculture Business Development
Grain Inspection & Warehousing	Plant Industries	Weights & Measures & Consumer Protection
Agriculture Business Development		

MDA's boards and commissions include:

MO State Milk Board	Wine and Grape Board	MO Agricultural and Small Business Development Authority
Missouri State Fair Commission		

MDA's PROCUREMENT PROCESS

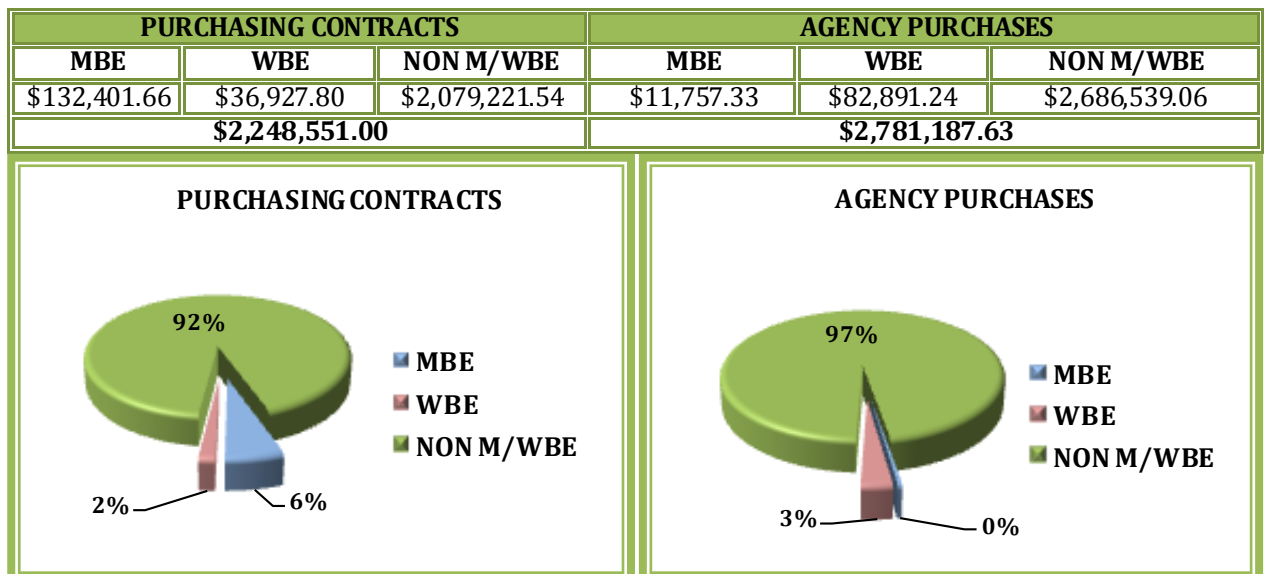
MDA's internal policy for purchasing reflects that "for purchases of more than \$2,999.99, the Division must contact the Fiscal Office for a purchase order number prior to ordering. a. All divisions shall make a good faith effort to increase spending with minority and women. Any single feasible source item(s) over \$3,000.00 must be submitted with documentation to the Fiscal Office for determination that the item/supply is a single feasible source. Minority or women owned businesses must be provided a fair and equitable opportunity to submit bids and proposals".

MDA'S MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. "Net Expenditures" represent MDA's "Total Expenditures" of \$5,029,738.63 minus "Excludable Expenditures" of \$2,511,125.80.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$144,158.99	\$119,819.04	\$4,765,760.60	\$2,518,612.83	5.72%	4.76%

The table and pie charts below represent the breakdown of MDA's "Total Expenditures" into "PURCHASING CONTRACTS" and "AGENCY PURCHASES".



The table below details **MDA's Top Five (5) Expenditure** areas during FY15 along with the level of MBE/WBE participation achieved in each category:

Object Code/Description		Expenditures Total	% of Grand Total Expenditures	MBE%	WBE%
2280	Laboratory Supplies	\$916,731.15	29.10%	0.00%	0.00%
2328	Motor Fuel	\$604,118.47	19.18%	0.00%	0.00%
2466	Advertising Services	\$543,321.07	17.25%	0.00%	0.00%
2736	Laboratory Equipment	\$336,521.77	10.68%	0.00%	0.00%
2937	Other Equipment Rentals	\$276,160.71	8.77%	0.00%	0.00%

The lack of MBE/WBE participation in MDA's top five object codes can be attributed to the following:

- ✚ **2280** - MDA has four divisions that have laboratories that buy large volumes of laboratory kits (kits). The kits for each division are unique to the specific laboratory depending on what is being tested. The kits must meet the standards of the governing body for testing. Some of these kits are single source, while the remainder of the kits can only be purchased from large corporations.
- ✚ **2328** - MDA utilizes the state's mandatory "Wex Bank" contract for state agencies with a Non-M/WBE vendor. MDA has a small discretionary spending budget and fuel purchases are one of the expenditures for MDA. The department cannot find M/WBE vendors to provide this commodity.
- ✚ **2466** - MDA uses contracts bid by OA for 89% of all advertising expenditures, but will continue to find M/WBE vendors for expenditures that bid under its delegated authority.
- ✚ **2736** - MDA uses contracts bid by OA for 85% of all laboratory equipment expenditures with a Non-M/WBE vendor. More MBE/WBE vendors will be sought for expenditures bid under its delegated authority.
- ✚ **2937** - MDA uses contracts bid by OA's Purchasing for 65% of all other equipment rental expenditures. The department has and will continue to search for MBE/WBE vendors for expenditures bid under its delegated authority.

Listed on the tables below are **MDA's Top Five Areas of MBE and WBE** participation respectively.

MDA's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2580	Comp Hardware Repair & Maint	\$3,564.00	\$0.00	\$3,564.00	100.00%
2748	Vehicles	\$54,619.00	\$197,445.27	\$252,064.27	21.66%
2250	Office Supplies	\$10,070.10	\$1,809.00	\$108,610.77	9.27%
2598	Specific Use Equip R&M	\$398.18	\$4,061.37	\$8,787.89	4.53%
2691	Under Threshold-Off Equip & Furn	\$200.28	\$668.00	\$6,267.22	3.19%

MDA's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2784	Food Service Equipment	\$3,596.00	\$0.00	\$3,596.00	100.00%
2250	Office Supplies	\$60,985.53	\$3,985.97	\$108,610.77	56.15%
2460	Printing & Binding Services	\$4,317.01	\$0.00	\$13,800.28	31.28%
2271	Uniforms & Clothing	\$2,281.21	\$0.00	\$25,984.81	8.77%
2118	Out-Of-State Comm Tran-Travel Agy	\$1,834.00	\$0.00	\$30,833.90	5.94%

The Department of Agriculture is diligently seeking M/WBE vendors that could supply the goods and services the department procures. MDA will continue to utilize OEO's and Division of Purchasing resources for more MBE/WBE participation. The department will also reach out to other state agencies with similar purchases for their advice and assistance. MDA continues to seek additional efficient ways to incorporate M/WBE vendors into its internal procurement process.

Department of Conservation

Director: Bob Ziehmer

The work of the Missouri Department of Conservation (MDC) began in 1937, when citizen-led efforts created the state department to restore, conserve and regulate Missouri's over-stressed fisheries, forests and wildlife populations. During the department's first 40 years, hunting, fishing and trapping permits provided most of its funding, but in 1976 an expanded program, the "Design for Conservation," was passed to set aside one-eighth of one percent sales tax directly to the department. That consistent funding, plus a strong, non-political structure and very supportive public helped make Missouri a national leader in conservation. Today, MDC continues its legacy of protecting our state's wild life resources and helping Missourians connect with their natural heritage. MDC's goal is to sustain diverse, healthy plant and animal communities—well into the future. MDC houses the following divisions:

Administrative Services	Design and Development	Fisheries	Forestry
Human Resources	Outreach and Education	Private Land Services	Protection
Resource Science		Wildlife	

MDC'S PROCUREMENT PROCESS

The Missouri Department of Conservation is committed to administering its delegated purchasing authority in a manner that provides equal opportunity to all vendors. When bidding construction contracts greater than \$100,000.00, MDC requires the winning bidder to utilize the services of M/WBE subcontractors at levels of 10% and 5% respectively or show documented efforts they have attempted to utilize M/WBE subcontractors. MDC has found this to be an effective tool to increase M/WBE participation.

Minority and woman-owned businesses are provided an equitable and fair opportunity to do business with the Department of Conservation. MDC's procurement employees regularly utilize the Office of Equal Opportunity's M/WBE directory to seek out certified vendors and are encouraged to do business with and seek bids from the M/WBE vendors identified. MDC continually uses media outlets such as newspapers and the Office of Administration website to promote its bid opportunities.

MDCS MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. "Net Expenditures" represent MDC's "Total Expenditures" of \$47,479,592.25 minus "Excludable Expenditures" of \$319,773.76.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$5,069,501.04	\$1,412,119.15	\$40,997,972.06	\$47,159,818.49	10.75%	2.99%

The table and pie charts below represent the breakdown of MDC's "Total Expenditures" into "PURCHASING CONTRACTS" and "AGENCY PURCHASES".

PURCHASING CONTRACTS			AGENCY PURCHASES		
MBE	WBE	NON M/WBE	MBE	WBE	NON M/WBE
\$4,713,554.52	\$588,227.30	\$17,373,808.18	\$355,946.52	\$823,891.85	\$23,624,163.88
\$22,675,590.00			\$24,804,002.25		

PURCHASING CONTRACTS

77%
21%
2%

■ MBE
■ WBE
■ NON M/WBE

AGENCY PURCHASES

95%
3%
2%

■ MBE
■ WBE
■ NON M/WBE

The table below details **MDC's Top Five (5) Expenditure areas** along with the level of MBE/WBE participation achieved in each category.

Object Code Description		Expenditures Total	% of Grand Total Expenditures	MBE %	WBE %
2328	Motor Fuel	\$4,286,526.17	9.03%	0.00%	0.00%
2541	Info Technology Consult & Svcs	\$3,665,343.56	7.72%	16.27%	0.00%
2352	Agriculture/Grounds Supplies	\$3,297,645.02	6.95%	0.00%	0.01%
2748	Vehicles	\$2,655,132.00	5.59%	1.35%	0.00%
2496	Other Business Services	\$2,174,858.51	4.58%	0.96%	0.11%

The lack of MBE/WBE participation in some of MDC's top five object codes can be attributed to the following reasons:

- ✚ **2328** - MDC continues to have zero percentage MBE/WBE participation because MDC purchases this product through OA Purchasing's established contract for the state fuel card.
- ✚ **2352** - MDC uses local purchasing authority for purchases under this object code. Limited MBE/WBE vendors are available in the rural areas.
- ✚ **2748** - MDC uses state contract for vehicle purchases under this object code. The vast majority of vehicles purchased by the department are ½ ton and ¾ ton pickups. The state contract for such vehicles does not have a MBE/WBE vendor.
- ✚ **2496** - 71% of MDC's purchases under this object code utilize state contract which is not with MBE/WBE vendor.

Listed on the tables below are **MDC's Top Five Areas of MBE and WBE** participation respectively.

MDC's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2701	IT Net & Com Equip Over Thresh	\$443,230.15	\$0.00	\$443,230.15	100.00%
2686	Under Threshold-Non Mf Com Sfw	\$220.00	\$0.00	\$220.00	100.00%
2685	Under Threshold-Computer Equip	\$782,713.79	\$15,017.65	\$508,504.14	94.92%
2700	Non Mnfrm Comp Equ Over Thres	\$883,338.41	\$68,165.91	\$958,322.92	92.17%
2706	Non-Mainframe Comp Software	\$785,552.77	\$49,688.03	\$870,445.88	90.24%

MDC's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2514	Program Consultant Services	\$115,655.00	\$0.00	\$146,801.57	78.78%
2454	Mailing Services	\$29,841.19	\$10,922.22	\$96,059.56	31.06%
2301	Promotional Supplies	\$75,737.16	\$84,442.50	\$337,744.22	22.42%
2253	Recognition Awards	\$6,494.40	\$0.00	\$60,620.08	10.71%
2562	Fire Extinguisher Services	\$1,205.00	\$0.00	\$18,913.31	6.37%

MDC will continue to make the following improvements in its efforts to increase M/WBE participation in expenditures:

- ✚ Participate in outreach activities, including vendor fairs of the Office of Equal Opportunity.
- ✚ Links to the OEO's MBE/WBE directory are available within MDC's Purchasing, Bidding, and Contracting Policy, and procurement training is offered annually for all MDC's procurement staff.
- ✚ Circulate brochures and other literature from MBE/WBE vendors to staff who may utilize their services or products.
- ✚ Include MBE/WBE subcontracting language in capital improvement bids valued at \$100,000 or more and in bids using local purchasing authority.
- ✚ Continue to utilize statewide contracts with MBE/WBE vendors whenever possible and encourage known minority and women vendors to become certified with the state of Missouri's M/WBE program.

Department of Corrections

Director: George Lombardi

The Missouri Department of Corrections (DOC) supervises and provides rehabilitative services to adult offenders in correctional institutions and Missouri communities to enhance public safety. The goal of the DOC has always been to enhance public safety through efficient supervision and effective rehabilitative services that are provided to adult offenders. Programs offered to offenders by the Division of Probation and Parole, Missouri Reentry Process, and Restorative Justice are intended to reduce recidivism while teaching offenders about compassion and altruistic behavior. Organized as a separate department of state government by an act of the legislature in 1981 and reorganized July 1, 1993, it is comprised of the following divisions:

Office of the Director			
Adult Institutions	Human Services	Probation and Parole	Offender Rehabilitative Services

DOC'S PROCUREMENT PROCESS

The Department of Corrections procurement process is partly centralized and partly decentralized. Institutional and divisional business managers have the authority to issue purchase orders or conduct p-card transactions for expenditures utilizing OA-Division of Purchasing established contracts, for expenditures utilizing DOC contracts established under local authority, and for expenditures which do not exceed the \$3000 annual bid threshold, individually or cumulatively.

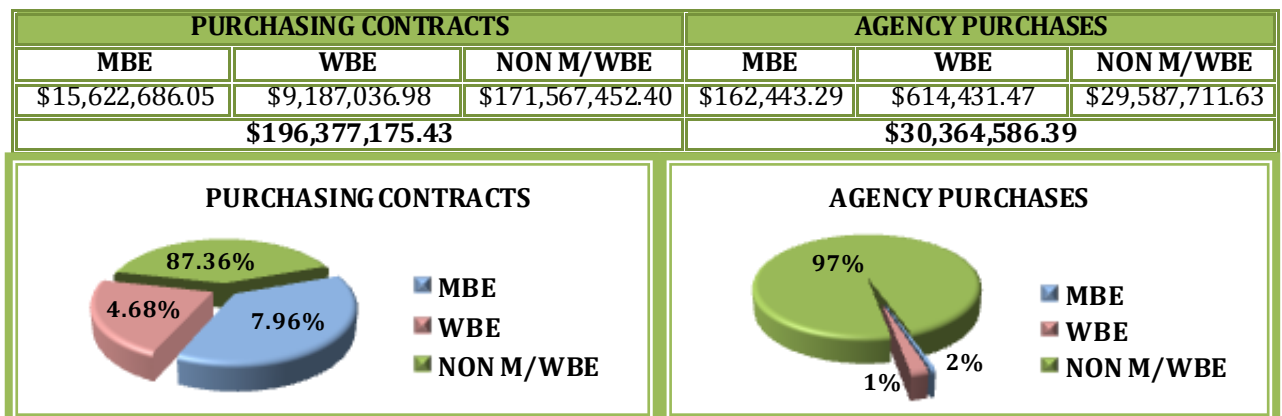
The current DOC Department Policy requires that all non-contract expenditures which are between the \$3,000 and \$24,999 annual thresholds, either individually or cumulatively be bid by the DOC purchasing office, unless the purchasing office delegates the authority to conduct the bids back to the institution/division business manager. The purchasing office will only delegate authority back to the business managers for one-time commodity purchases. Any expenditure that is ongoing or that includes installation or a service will be bid by the purchasing office. Department Policy also requires that all bids, whether formal or informal, be written bids, with the exception of bulk fuel and emergency purchases. These purchases may utilize telephone quotes.

DOC'S MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. **"Net Expenditures"** represent DOC's "Total Expenditures" of **\$226,741,761.82** minus "Excludable Expenditures" of \$11,157,731.24.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$15,785,129.34	\$9,801,468.45	\$201,155,164.03	\$215,584,030.58	7.32%	4.55%

The table and pie charts below represent the breakdown of DOC's "Total Expenditures" into **"PURCHASING CONTRACTS"** and **"AGENCY PURCHASES"**.



The table below details **DOC's Top Five (5) Expenditure** areas during FY15 along with the level of MBE/WBE participation achieved in each category:

Object Code Description		Expenditures Total	% of Grand Total Expenditures	MBE %	WBE %
2433	Medical & Dental Services	\$147,034,047.20	64.85%	10.00%	5.00%
2337	Food & Dietary Supplies	\$29,025,185.15	12.80%	0.00%	1.16%
2298	Manufacturing Supplies	\$12,139,031.11	5.35%	0.36%	0.09%
2544	Other Professional SRVC	\$11,387,278.98	5.02%	0.34%	0.05%
2373	Other Specific Use Supplies	\$2,839,733.87	1.25%	2.06%	0.28%

Of the total contractual expenditures made by the DOC on goods and services for FY15, approximately 91% were through contracts established by the OA-Division of Purchasing. The majority of these contracts are mandatory use. Thus, the DOC is dependent on the OA-Division of Purchasing for overall M/WBE participation levels for those expenditures.

The remaining expenditures, which make up approximately 9% of the total discretionary expenditures made by the department, are for goods and services purchased under DOC local authority. Many of these expenditures are made by the correctional and supervision centers located throughout the state. Most of these facilities are located in small towns or rural communities where the department is committed to supporting the local economy. Therefore, for expenditures under the \$3,000 bid threshold, the facilities attempt to purchase goods and services from the local community and local businesses whenever possible. For purchases and contracts that are over the \$3,000 bid threshold, the department seeks out local businesses as potential bidders.

Listed on the tables below are **OA's Top Five Areas of MBE and WBE** participation respectively.

DOC's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2376	Information Technology Supplies	\$64.99	\$0.00	\$64.99	100.00%
2685	Under Threshold-Computer Equip	\$799.00	\$0.00	\$799.00	100.00%
2583	Comp Software Maint, Lic & Subsc	\$87,965.75	\$891.25	\$89,352.00	98.44%
2700	Non Mnfrm Comp Equ Over Thres	\$7,626.81	\$0.00	\$10,933.81	69.78%
2686	Under Threshold-Non Mf Com Sfw	\$1,914.91	\$1,009.35	\$2,924.26	65.48%

DOC's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2301	Promotional Supplies	\$4,360.00	\$0.00	\$7,046.54	61.87%
2469	Temporary Personnel Serv	\$21,313.45	\$38,871.35	\$63,382.11	33.62%
2259	Photographic Supplies	\$1,860.00	\$1,695.80	\$10,528.63	17.66%
2496	Other Business Services	\$7,728.66	\$30,005.40	\$47,373.46	16.31%
2739	Medical & Dental Equipment	\$82,478.48	\$327,868.49	\$528,803.43	15.59%



✚ With the implementation of the MissouriBUYS eProcurement system, the DOC will strive to increase MBE and WBE participation expenditures by utilizing the system to establish potential bidders' lists for bids issued under local authority or under Special Delegated Authority (SDA).

✚ MBE and WBE certified vendors who are registered in the MissouriBUYS system will receive notification of DOC bid opportunities. This will increase the exposure of DOC bid opportunities to M/WBE vendors.

Department of Economic Development

Director: Mike Downing

The Department of Economic Development (DED) administers a wide array of programs designed to enhance Missouri's economy in the 21st Century. It is comprised of agencies that execute statutory requirements and department policy in the areas of community, economic and workforce development. DED houses the following divisions and groups:

Administrative Services	Business & Community Services	Energy	MO Arts Council
Public Counsel	MO Housing Development Comm.	Public Service Comm.	Tourism
Workforce Development			

DED'S PROCUREMENT PROCESS

Authority to procure goods or services costing less than \$3,000 is delegated to the department by the Office of Administration - Division of Purchasing. Procurement of goods or services from a single vendor, costing \$3,000 or more but less than \$25,000 in aggregate in any one fiscal year will generally require acquisition by informal bid. Authority to procure goods or services costing more than \$3,000 but less than \$25,000 is delegated to the department by the Office of Administration - Division of Purchasing. Exceptions include goods or services that are already on statewide contract such as computers, copiers, fax and other equipment. Some services must be acquired through statewide contract or may be acquired from governmental entities. Printing must be acquired from OA. Printing and some items must be acquired through Missouri Vocational Enterprises (MVE). Procurement of goods or services from a single vendor, costing \$25,000 or more in aggregate in any one fiscal year requires a formal bid. A formal bid will generally be conducted by the Office of Administration's Division of Purchasing.

DED'S MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. **"Net Expenditures"** represent DED's "Total Expenditures" of **\$23,900,762.01** minus "Excludable Expenditures" of \$3,629,179.05.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$4,851,324.19	\$2,557,549.50	\$16,491,888.32	\$20,271,582.96	23.93%	12.62%

The table and pie charts below represent the breakdown of DED's "Total Expenditures" into **"PURCHASING CONTRACTS"** and **"AGENCY PURCHASES"**.

PURCHASING CONTRACTS			AGENCY PURCHASES		
MBE	WBE	NON M/WBE	MBE	WBE	NON M/WBE
\$4,791,129.35	\$2,518,674.35	\$11,781,743.48	\$60,194.84	\$38,875.15	\$1,080,965.79
\$19,091,547.18			\$1,180,035.78		
<p>PURCHASING CONTRACTS</p> <p>62% 13% 25%</p> <p>■ MBE ■ WBE ■ NON M/WBE</p>			<p>AGENCY PURCHASES</p> <p>92% 5% 3%</p> <p>■ MBE ■ WBE ■ NON M/WBE</p>		

The table below details **DED's Top Five (5) Expenditures** areas during FY15 along with the level of MBE/WBE participation achieved in each category:

Object Code/ Description		Expenditures Total	% of Grand Total Expenditures	MBE %	WBE %
2466	Advertising Services	\$14,707,826.39	72.55%	29.86%	16.46%
2544	Other Professional Serv	\$1,844,418.11	9.10%	0.00%	1.40%
2496	Other Business Services	\$1,262,631.12	6.23%	0.00%	0.15%
2583	Comp Software Maint, Lic, & Subsc	\$484,754.66	2.39%	.40%	.34%
2469	Temp Personnel	\$275,194.03	1.36%	0.00%	5.72%

MBE/WBE participation in DED's top five object codes are low due to the following reasons:

- ✚ **2544** – MBE/WBE participation for object code 2544 includes an annual statewide contract with Johnson Consulting Group which subcontracts with WBE vendors for professional electric and utility consulting.
- ✚ **2496** – These are contracts under our Division of Workforce Development and deal with job development and career readiness activities.
- ✚ **2583** – OA's Purchasing's contracts related to providing services such as analysis for rate cases and for analyzing participants coming through the MO Career Center system.
- ✚ **2469** – Used to hire temporary personnel under OA's Purchasing's statewide established contracts.

Listed on the tables below are **DED's Top Five Areas of MBE and WBE** participation respectively.

DED's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2701	IT Net & Com Equip Over Thresh	\$133,146.30	\$0.00	\$133,146.30	100.00%
2733	Other Elect & Photo Equip	\$127,241.92	\$0.00	\$127,241.92	100.00%
2580	Comp Hardware Repair & Maint	\$37,264.22	\$0.00	\$37,264.22	100.00%
2700	Non Mnfm Comp Equ Over Thres	\$16,570.53	\$0.00	\$16,570.53	100.00%
2685	Under Threshold-Computer Equip	\$4,326.36	\$0.00	\$4,326.36	100.00%

DED's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2421	Answering Charges	\$182.70	\$0.00	\$182.70	100.00%
2253	Recognition Awards	\$2,259.64	\$0.00	\$3,672.77	61.52%
2505	Professional Court Serv	\$23,858.05	\$0.00	\$63,157.60	37.77%
2301	Promotional Supplies	\$1,923.95	\$0.00	\$14,887.55	12.92%
2469	Temporary Personnel Serv	\$15,745.21	\$259,448.82	\$275,194.03	5.72%

DED plans to increase M/WBE Participation by sending reminder emails to Procurement staff with the official procurement guidelines bi-annually and provide training for staff authorized to use P-cards.

DED's MBE/WBE VENDOR SPOTLIGHT - H & L PARTNERS

H&L Partners is the advertising agency of record for the Missouri Division of Tourism. H&L Partners teams up with Zuva



Marketing, a qualified MBE and qualified WBE, to handle a portion of the media buying responsibilities for the Missouri Division of Tourism account. As part of its bid, H&L Partners included a MBE/WBE participation commitment as follows: Partner with Zuva Marketing, Inc., a qualified minority business enterprise (MBE) at 10% of the total value of the contract. Partner with Zuva Marketing, Inc., a qualified women business enterprise (WBE) at 5% of the total value of the contract. As required under the terms of the contract, H&L Partners submits a monthly

MBE/WBE, Blind/Sheltered Workshop, and SDVE Participation Report to the Division of Purchasing.

Department of Elementary & Secondary Education

Commissioner: Dr. Margaret Vandeven

The Department of Elementary and Secondary Education (DESE) is the administrative arm of the State Board of Education. It is primarily a department that works with educators, legislators, government agencies, community leaders and citizens to maintain a strong public education system. Through its statewide school-improvement activities and regulatory functions, the Department strives to assure that all citizens have access to high-quality public education. The Department's responsibilities range from early childhood to adult education services, and is carried out under Financial and Administrative Services and Learning Services, which include:

Adult Learning & Rehab Services	College & Career Readiness	Educator Quality	Quality Schools
Data System Management			

DESE'S PROCUREMENT PROCESS

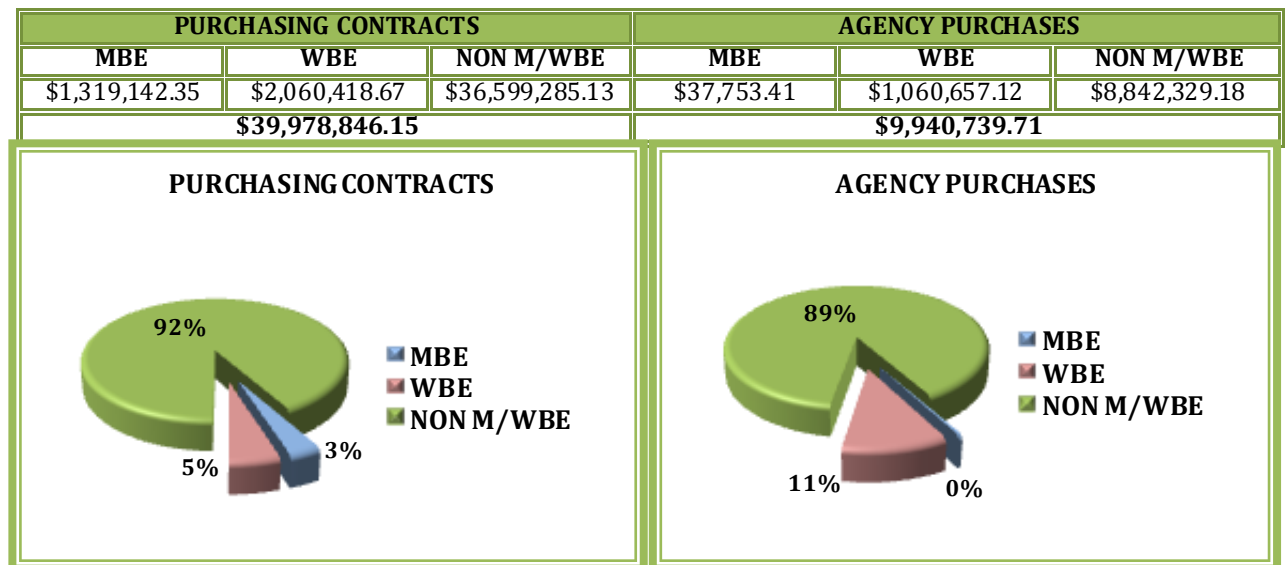
The Department has a hybrid procurement process. There is a centralized procurement section that processes all procurement requests and manages the Department's contracting system. The Department has decentralized purchasing with Vocational Rehabilitation/Disability Determinations, the Missouri School for the Deaf, and the Missouri Assistive Technology.

DESE'S MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. **"Net Expenditures"** represent DESE's "Total Expenditures" of **\$49,919,585.86** minus "Excludable Expenditures" of \$105,043.11

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$1,356,895.76	\$3,121,075.79	\$45,441,614.31	\$49,814,542.75	2.72%	6.27%

The table and pie charts below represent the breakdown of DESE's "Total Expenditures" into **"PURCHASING CONTRACTS"** and **"AGENCY PURCHASES"**.



The table below details **DESE's Top Five (5) Expenditure areas** along with the level of MBE/WBE participation achieved in each category.

Object Code/ Description		Expenditures Total	% of Grand Total Expenditures	MBE %	WBE %
2520	Educational Services	\$16,248,794.73	32.55%	0.00%	18.02%
2544	Other Professional Srvs	\$13,154,980.42	26.35%	0.01%	0.22%
2514	Program Consultant Srvs	\$12,130,407.31	24.30%	0.20%	0.00%
2355	Education Supplies	\$3,851,057.24	7.71%	0.26%	0.00%
2766	Other Motorized Equipment	\$605,108.00	1.21%	0.00%	0.00%

MBE/WBE participation in DESE's top five object codes can be attributed to the following reasons:

- ✚ **2520**– Used for DESE's Occupational, Speech, and Physical Therapists. DESE does a substantial amount of business with individuals who may qualify as OEO certified M/WBEs, but a request for their services may not be repeated in future years. Most of these vendors do not wish to go through the process of certification when their services are seldom needed.
- ✚ **2544** - Other Professional Services – Primarily, state contracts bid through OA's Purchasing with very little M/WBE participation.
- ✚ **2514**– Consultants contracted with in this object code are used on a limited basis for short term committees, so certification is not sought by these consultants.
- ✚ **2355** – DESE procures many small supply items for its Schools for the Severely Disabled, Blind, and Deaf. Most of these purchases are purchased from the state's established contracts.
- ✚ **2766** – These purchases are made through state contracts set up by OA-Purchasing.

Listed on the tables below are **DESE's Top Five Areas of MBE and WBE** participation respectively.

DESE's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2724	Photographic Equipment	\$7,244.06	\$0.00	\$10,629.74	68.14%
2691	Under Thresh-Off Equip & Furn	\$3,030.56	\$5,473.80	\$20,382.11	14.86%
2772	Office Equipment	\$1,492.24	\$9,401.00	\$10,893.24	13.69%
2547	Housekeep & Janitor Services	\$1,504.10	\$0.00	\$13,077.20	11.50%
2712	Educational Equipment	\$1,264.37	\$0.00	\$15,373.35	8.22%

DESE's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2469	Temporary Personnel Services	\$51,889.02	\$32,756.73	\$84,645.75	61.30%
2301	Promotional Supplies	\$1,708.00	\$0.00	\$3,300.18	51.75%
2454	Mailing Services	\$8,000.00	\$0.00	\$21,907.06	36.51%
2445	Rehabilitative Services	\$7,650.00	\$0.00	\$21,155.25	36.16%
2691	Under Thresh-Off Equip & Furn	\$6,168.80	\$3,030.56	\$20,382.11	30.26%

DESE will continue to make the following improvements in its efforts to increase M /WBE participation expenditures:

- ✚ Provide OEO with the list of discretionary funding for OT/PT/Speech with the hope that they will encourage those vendors to become certified.
- ✚ Limited number of vendors in rural locations to provide services. DESE with the assistance of the OEO will continue to seek out such vendors.
- ✚ Send DESE's bid listing to publish on OEO's website and work with OEO to identify individuals in SAM II as M/WBE vendors who do not wish to go through the OEO certification process.

Department of Health and Senior Services

Acting Director: Peter Lyskowski

The Department of Health and Senior Services (DHSS) serves the citizens of Missouri by working to improve the health and quality of life for Missourians of all ages. By providing information and education, effective regulation and oversight; quality services and surveillance of diseases and conditions, the department seeks to address the health status of and fulfill its vision of healthy Missourians for life. DHSS houses the following divisions:

Division of Community and Public Health Services	Division of Regulation and Licensure
Division of Senior and Disability	

DHSS's PROCUREMENT PROCESS

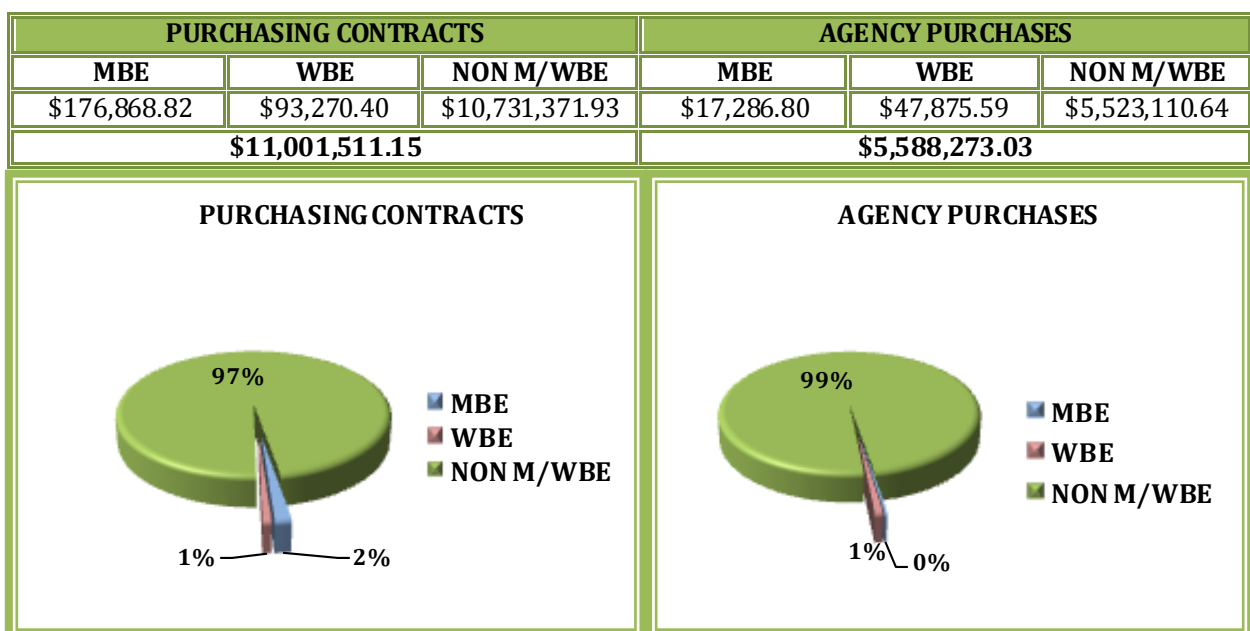
The Department of Health and Senior Services (DHSS) utilizes a centralized purchasing system while complying with Chapter 34, RSMo. Procurement of goods and services involves a process to obtain the desired product at the lowest and best bid. It is mandatory that federal and state regulations are followed in DHSS's procurement process. Through the competitive bid process DHSS's procurement staff must assure that items procured are conducted in a manner that provides open competition. The competitive bid process is completed to ensure that goods and services are obtained at the lowest and best priced. DHSS makes every feasible effort to include minority and women business enterprises in the competitive bid process with the goal of increasing business opportunities.

DHSS's MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. "Net Expenditures" represent DHSS's "Total Expenditures" of \$16,589,784.18 minus "Excludable Expenditures" of \$7,781,539.48.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$194,155.62	\$141,145.99	\$16,254,482.57	\$8,808,244.70	2.20%	1.60%

The table and pie charts below represent the breakdown of DHSS's "Total Expenditures" into "PURCHASING CONTRACTS" and "AGENCY PURCHASES".



The table below details **DHSS's Top Five (5) Expenditure** areas along with the level of MBE/WBE participation achieved in each category.

Object Code/ Description		Expenditures Total	% of Grand Total Expenditures	MBE%	WBE%
2280	Laboratory Supplies	\$4,296,024.75	25.90%	0.00%	0.00%
2466	Advertising Services	\$1,773,162.57	10.69%	0.14%	0.68%
2451	Other Health Serv	\$1,685,407.11	10.16%	0.00%	0.00%
3452	Home & Community Based Serv	\$967,479.09	5.83%	0.00%	0.23%
2457	Express & Freight Serv	\$840,221.12	5.06%	0.00%	0.00%

MBE/WBE low participation rates in DHSS's top five object codes can be attributed to the following reasons:

- ✚ **2280** – Laboratory supplies purchased by DHSS are specialized items that are procured through the competitive bid or single feasible source process. There are a limited number of M/WBE vendors that are able to provide the requested goods.
- ✚ **2466** – Advertising services purchased by DHSS are procured through the statewide contracts established by the Office of Administration, Division of Purchasing.
- ✚ **2451** – Other Health Services purchased by DHSS are designated specifically for Long Term Care agencies and were procured as single feasible source contracts as required by grant.
- ✚ **3452** – Home & Community Based Services purchased by DHSS are open to all providers that meet the requirements of the program to provide the services. These contracts are established under the Expenditure Registration System (ERS).
- ✚ **2457** – Express & Freight Services purchased by DHSS are procured through the competitive bid process and through use of the statewide contract.

Listed on the tables below are **DHSS's Top Five Areas of MBE and WBE** participation respectively.

DHSS's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2724	Photographic Equipment	\$1,336.23	\$283.79	\$1,620.02	82.48%
2259	Photographic Supplies	\$4,071.18	\$443.02	\$5,098.72	79.84%
2376	Information Technology Supplies	\$13,658.15	\$7,342.46	\$25,762.76	53.01%
2250	Office Supplies	\$133,518.44	\$488,159.29	\$708,025.47	18.85%
2400	Telecommunication Supp	\$2,928.23	\$5,310.30	\$15,907.65	18.40%

DHSS's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2253	Recognition Awards	\$9,574.08	\$0.00	\$10,069.95	95.07%
2469	Temporary Personnel Serv	\$35,739.43	\$9,348.73	\$45,258.16	78.96%
2505	Professional Court Serv	\$395.00	\$160.25	\$862.75	45.78%
2301	Promotional Supplies	\$3,707.89	\$0.00	\$11,532.48	32.15%
2271	Uniforms & Clothing	\$1,365.32	\$936.30	\$6,644.13	20.54%

DHSS will continue to make the following improvements in its efforts to increase MBE and WBE participation expenditures:

- ✚ Make every feasible effort to increase the percentage of goods and services procured from minority and woman-owned businesses.
- ✚ Train all procurement staff to help them to identify M/WBE vendors able to provide the goods and services that are needed to provide specialized health-related services.

Department of Higher Education

Commissioner: Dr. David Russell

The Missouri Department of Higher Education (MDHE) serves as the administrative arm of the Coordinating Board for Higher Education (CBHE). The CBHE appoints the commissioner of Higher Education to head the MDHE and carry out administrative responsibilities to achieve the CBHE's desired goals for the state system of higher education. This higher education system serves more than 387,000 students through 13 public four-year universities, 20 public two-year colleges, one public two-year technical college, 25 independent colleges and universities, and 159 proprietary and private career schools. MDHE carries out its mission through six different divisions which include:

Academic Affairs	Coordination Administration	Fiscal Affairs and Operations
Missouri Student Loan Group	Proprietary Certification	Student Financial Assistance and Outreach

MDHE's PROCUREMENT PROCESS

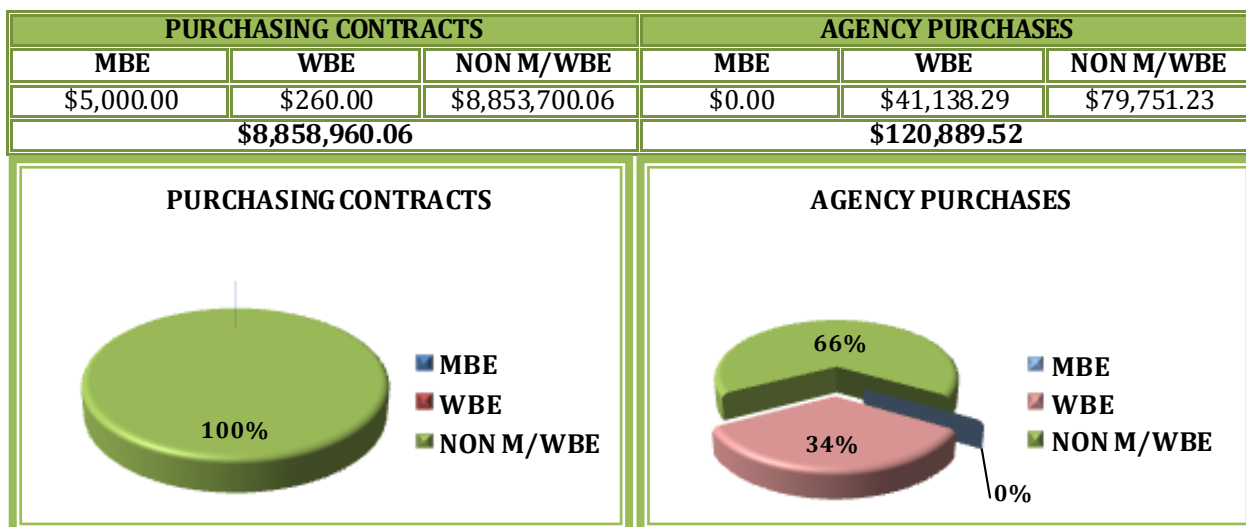
The Department of Higher Education follows state purchasing guidelines when procuring goods and services. All purchases require an approved purchase requisition prior to purchase and there are spending limits where additional approvals are required. MBE/WBE vendors are offered chances to provide quotes or bids, when such vendors are certified with the Office of Equal Opportunity. The department's local purchase authority allows for goods and service under \$3,000 to be purchased without contracts in place, although price quotes are obtained informally for the best price. Goods and services between \$3,000 and \$24,999 require a price agreement entered by the department and \$25,000 or higher are submitted to the Division of Purchasing for bidding. Exempt object codes do not require use of a competitive bid process.

MDHE'S MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. "Net Expenditures" represent MDHE's Total Expenditures of \$8,979,849.58 minus Excludable Expenditures of \$8,771,654.57.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$5,000.00	\$41,398.29	\$161,796.73	\$208,195.02	2.40%	19.88%

The table and pie charts below represent the breakdown of MDHE's "Total Expenditures" into "PURCHASING CONTRACTS" and "AGENCY PURCHASES".



The table below details **MDHE's Top Five (5) Expenditure** areas along with the level of MBE/WBE participation achieved in each category.

Object Code/ Description		Expenditures Total	% of Grand Total Expenditures	MBE%	WBE%
2544	Other Professional Srvs	\$7,162,312.03	79.76%	0.00%	0.00%
2475	Collection Srvs	\$1,549,755.39	17.26%	0.00%	0.00%
2460	Printing & Binding Srvs	\$88,820.00	0.99%	0.00%	0.00%
2499	Account & Auditing Srvs	\$43,000.00	0.48%	11.63%	0.00%
2301	Promotional Supplies	\$34,363.02	0.38%	0.00%	97.60%

MBE/WBE low participation rates in MDHE's top five object codes can be attributed to the following reasons:

- ✚ **2544, 2475, and 2460** – Limited number of certified M/WBEs that provide the services needed especially in Student Loans Administration. These contracts were established by OA-Purchasing.
- ✚ Both Account and Audit Services and Promotional Supplies exceeded the department's goals for MBE and WBE participation respectively.

Listed on the tables below are **MDHE's Top Areas of MBE and WBE** participation respectively.

MDHE's TOP AREA OF MBE PARTICIPATION				
Object Code/Description		Contracts	Discretionary	Object Code Total Spend
2499	Account & Auditing Services	\$5,000.00	\$0.00	\$43,000.00
				11.63%

MDHE's TOP AREAS OF WBE PARTICIPATION				
Object Code/Description		Contracts	Discretionary	Object Code Total Spend
2301	Promotional Supplies	\$33,540.00	\$0.00	\$34,363.02
2250	Office Supplies	\$7,598.29	\$0.00	\$16,401.20
2496	Other Business Services	\$260.00	\$0.00	\$571.00
				45.53%

MDHE will continue to make the following improvements in its efforts to increase M/WBE participation expenditures:

- ✚ MDHE has created an Action Plan and has assigned responsibility for implementing and executing the Action Plan to a staff member, with the oversight of the Director of Fiscal Affairs and Operations.
- ✚ A link has been added for the OEO's M/WBE Certified Vendors database to checklists used by MDHE staff.
- ✚ Staff is encouraged to primarily seek out vendors from the OEO's M/WBE Certified Vendors database.
- ✚ Specific language will be added to procedures that require review and use of qualified Missouri certified vendors in all bid and quote requests.
- ✚ Verification will be monitored by maintaining a record of quotes obtained for applicable purchase opportunities.
- ✚ In addition, MDHE will be conducting annual staff procurement training. The most attention will be targeted towards the expenditure areas; however all purchases will be targeted no matter how small the amount.
- ✚ MDHE will work with the OEO to recruit more MBEs and WBEs to become certified by the OEO Certification Program that could provide some of the services and products the department procures.

Department of Insurance, Financial Institutions and Professional Registration

Director: John M. Huff

The Department of Insurance, Financial Institutions and Professional Registration (DIFP) regulates consumer service industries in Missouri by encouraging a fair and open market; establishing coherent and evolving policies that balance the interest of consumers, professionals, and industry; and enforcing state laws and regulations governing businesses to protect consumers from unfair and inequitable treatment. The department is funded through fees and assessments from the industries and professionals regulated by the department rather than from state general revenue. DIFP is comprised of the following divisions:

Administration	Credit Unions	Finance
Insurance Company Regulation	Insurance Consumer Affairs	Insurance Market Regulation
Professional Registration		

DIFP'S PROCUREMENT PROCESS

DIFP utilizes two processes for procurement, the use of which depends on the details of the product/service needed.

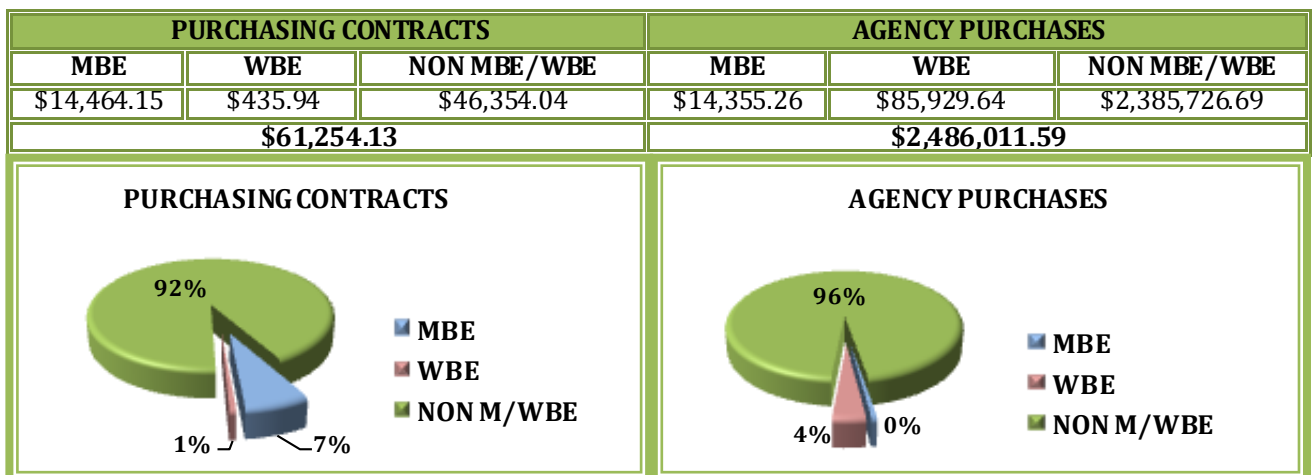
- ✚ Product/service requirements and requests for bids are sent to at least three (3) vendors, and if possible, at least one of those vendors is an MBE or a WBE vendor.
- ✚ Invitations for Bids (IFBs) are created that includes MBE and WBE information and are posted to DIFP's website. Bid notices are also forwarded to OEO to post on its website. Notices are sent to at least three (3) vendors, and if possible, at least one of those vendors is an MBE or a WBE vendor.

DIFP'S MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. "Net Expenditures" represent DIFP's expenditures of \$2,547,265.72 minus Excludable expenditures of \$1,326,946.72.

MBE EXPENDITURES	WBE EXPENDITURES	NON-MBE/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$28,819.41	\$86,365.58	\$2,432,080.73	\$1,220,319.00	2.36%	7.08%

The table and pie charts below represent the breakdown of DIFP's expenditures into "PURCHASING CONTRACTS" and "AGENCY PURCHASES".



The table below details **DIFP's Top Five (5) Expenditure** areas along with the level of MBE/WBE participation achieved in each category.

Object Code/ Description		Expenditures Total	% of Grand Total Expenditures	MBE %	WBE %
2502	Attorney Services	\$778,241.45	30.55%	0.00%	0.00%
2544	Other Professional Serv	\$380,730.74	14.95%	0.03%	0.67%
2541	Info Technology Consult & Srvs	\$276,194.80	10.84%	0.00%	0.00%
2250	Office Supplies	\$171,559.05	6.74%	15.24%	4.07%
2505	Professional Court Srvs	\$131,665.42	5.17%	0.00%	47.57%

MBE/WBE participation in four of DIFP's top five object codes were impacted due to the following:

- ✚ **2502** – DIFP could not find any certified MBE/WBE vendors capable of providing the specific expertise in administrative law needed for this type of work.
- ✚ **2544** – The department utilized mandatory state contracts with no certified professionals available.
- ✚ **2541** – No certified MBE/WBE submitted a bid for the Division of Purchasing contract awarded for the new Professional Registration licensure system.
- ✚ **2505** – The department utilized mandatory state contracts with no MBE certified professionals available.

Listed on the tables below are **DIFP's Top Five Areas of MBE and WBE** participation respectively.

DIFP's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2376	Information Technology Supplies	\$1,373.83	\$0.00	\$5,911.39	23.24%
2691	Under Threshold-Off Equip & Furn	\$1,873.06	\$0.00	\$21,279.45	8.80%
2250	Office Supplies	\$13,802.41	\$8,817.60	\$171,559.05	15.24%
2427	Laboratory Services	\$790.00	\$0.00	\$13,916.57	5.67%
2610	Vehicle Repair & Maint	\$613.22	\$0.00	\$33,782.73	1.81%

DIFP's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2469	Temporary Personnel Serv	\$9,449.62	\$0.00	\$16,187.67	58.37%
2772	Office Equipment	\$2,895.00	\$0.00	\$6,376.52	45.40%
2118	Out Of State Comm Tran - Travel Agy	\$20,041.70	\$0.00	\$47,312.07	42.36%
2505	Professional Court Services	\$42,445.31	\$0.00	\$131,665.42	32.23%
2250	Office Supplies	\$6,708.40	\$12,713.90	\$171,559.05	3.91%

DIFP will continue to make the following efforts to increase M/WBE participation expenditures:

- ✚ Work with Division of Purchasing to help identify and utilize vendors who are MBE or WBE.
- ✚ Check the OEO's MBE/WBE directory to solicit bids from vendors who are certified by the OEO and who had previously submitted bids or obtained contracts with the department.
- ✚ Continually post bid notices on the DIFP website and in newspapers. Bid notices are also forwarded to the OEO to be posted on its website and to other known MBE/WBE vendors.
- ✚ Participate in vendor fairs in an effort to reach out to more qualified MBEs or WBEs who they can contract with.

Department of Labor and Industrial Relations

Director: Ryan McKenna

The Department of Labor & Industrial Relations (DOLIR) promotes economic security and a safe and healthy workplace. The DOLIR protects wage earners and individuals against discrimination by improving working conditions, enforcing labor and anti-discrimination laws and helping those unemployed or injured on the job. Entities or divisions operating within the department are:

Director and Staff Administration	Employment Security	Labor Standards
Workers' Compensation	State Board of Mediation	
Labor & Industrial Relations Commission	MO Commission on Human Rights	

DOLIR'S PROCUREMENT PROCESS

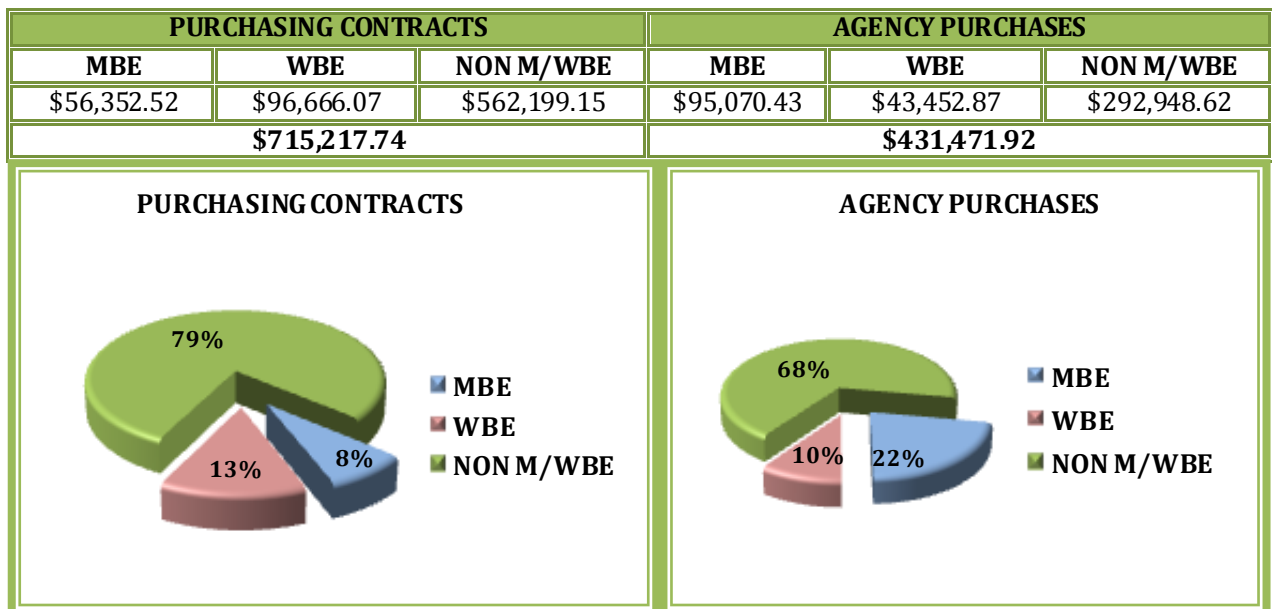
DOLIR first looks for an established contract, either Statewide or DOLIR, for any service/commodity the department requires. If no contract is available, and the purchase is within the department's procurement authority, the department reviews the OEO's website for potential vendors to utilize. When the DOLIR wishes to establish a department contract, it researches OEO's website for potential vendors to contact bid documentation.

DOLIR'S MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. **"Net Expenditures"** represent DOLIR's "Total Expenditures" of **\$1,146,689.66** minus "Excludable Expenditures" of \$243,638.41.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$151,422.95	\$140,118.94	\$855,147.77	\$903,051.25	16.77%	15.52%

The table and pie charts below represent the breakdown of DOLIR's "Total Expenditures" into **"PURCHASING CONTRACTS"** and **"AGENCY PURCHASES"**.



The table below details **DOLIR's Top Five (5) Expenditure** areas along with the level of MBE/WBE participation achieved in each category.

	Object Code/ Description	Expenditures Total	% of Grand Total Expenditures	MBE %	WBE %
2544	Other Professional Services	\$321,583.82	28.04%	0.00%	31.76%
2250	Office Supplies	\$234,376.56	20.44%	44.59%	3.32%
2601	Specific Use Equipment	\$82,138.07	7.16%	0.00%	0.00%
2496	Other Business Services	\$64,155.16	5.59%	0.00%	0.00%
2805	Other Specific Use Equipment	\$48,282.04	4.21%	1.86%	0.00%

MBE/WBE participation is low in two of DOLIR's top five object codes due to the following:

- ✚ **2601** – The majority (99%) of expenditures for this object code was spent with Bell and Howell, a single feasible source that provides maintenance/software maintenance for the Department's Mailstar 500 Inserting System.
- ✚ **2496** – Ninety nine (99%) of expenditures for this object code was spent with Central Bank – Jefferson City, that provides a Clearing Account for DOLIR.

Listed on the tables below are **DOLIR's Top Five Areas of MBE and WBE** participation respectively.

DOLIR's TOP FIVE AREAS OF MBE PARTICIPATION					
	Object Code/Description	Contracts	Discretionary	Object Code Total Spend	MBE%
2733	Other Elect & Photo Equip	\$16,167.84	\$0.00	\$16,167.84	100.00%
2313	Custodial Supplies	\$1,303.68	\$0.00	\$1,303.68	100.00%
2583	Comp Software Maint, Lic & Subsc	\$1,279.20	\$0.00	\$1,279.20	100.00%
2547	Housekeep & Janitor Serv	\$36.76	\$0.00	\$36.76	100.00%
2691	Under Threshold-Off Equip & Furn	\$5,645.80	\$0.00	\$5,903.49	95.63%

DOLIR's TOP FIVE AREAS OF WBE PARTICIPATION					
	Object Code/Description	Contracts	Discretionary	Object Code Total Spend	WBE%
2730	Communication Equipment	\$1,325.00	\$0.00	\$1,325.00	100.00%
2469	Temporary Personnel Serv	\$828.00	\$0.00	\$828.00	100.00%
2505	Professional Court Serv	\$7,831.15	\$0.00	\$17,435.02	44.91%
2544	Other Professional Serv	\$102,155.29	\$127,059.03	\$321,583.82	31.76%
2301	Promotional Supplies	\$172.50	\$0.00	\$1,187.35	14.52%

DOLIR will continue to make the following improvements in its efforts to increase MBE and WBE participation expenditures:

- ✚ Seek more certified vendors in the following areas: transcription services, shredding services, actuarial services and data entry services.
- ✚ Request that OA Purchasing include M/WBE participation language/criteria in all bid documents/contracts that OA Purchasing completes for the DOLIR.
- ✚ Reach out to potential M/WBE vendors that the DOLIR encounters when purchasing services/commodities that are not available on contract to help them become certified with OEO.

Department of Mental Health

Director: Mark Stringer

The Missouri Department of Mental Health (DMH) was first established as a cabinet-level state agency by the Omnibus State Government Reorganization Act, effective July 1, 1974. State law provides three principal missions for the department: (1) the prevention of mental disorders, developmental disabilities, substance abuse, and compulsive gambling; (2) the treatment, habilitation, and rehabilitation of Missourians who have those conditions; and (3) the improvement of public understanding and attitudes about mental disorders, developmental disabilities, substance abuse, and compulsive gambling. The DMH serves over 170,000 Missourians annually with mental illness, developmental disabilities and addictions, and is comprised of the following divisions:

Division of Administrative Services

Division of Behavioral Health

Division of Developmental Disabilities

DMH'S PROCUREMENT PROCESS

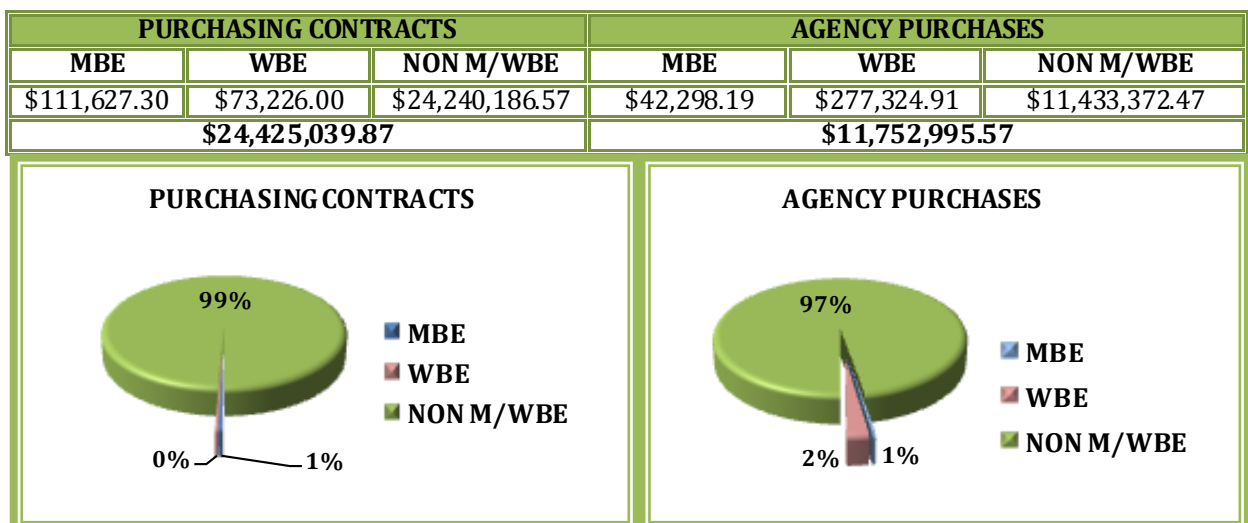
The Department of Mental Health uses a competitive bid process as prescribed by Chapter 34 RSMo and the Office of Administration. Formal competitive bids are advertised in local publications and posted on the agency's Internet site. Under delegated authority from the Office of Administration, Division of Purchasing some consumer services contracts are established via a noncompetitive process, which allows for consumer choice of provider. Each Mental Health facility has the delegated authority to manage procurements up to a value of \$25,000. Facility procurements with a value of \$25,000 or greater are processed via the Office of Administration, Division of Purchasing.

DMH'S MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. **"Net Expenditures"** represent DMH's "Total Expenditures" of **\$36,178,035.44** minus "Excludable Expenditures" of \$6,199,520.79.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$153,925.49	\$350,550.91	\$35,673,559.04	\$29,978,514.65	0.51%	1.17%

The table and pie charts below represent the breakdown of DMH's "Total Expenditures" into **"PURCHASING CONTRACTS"** and **"AGENCY PURCHASES"**.



The table below details **DMH's Top Five (5) Expenditure** areas along with the level of MBE/WBE participation achieved in each category.

Object Code/ Description		Expenditures Total	% of Grand Total Expenditures	MBE%	WBE%
2289	Pharmaceutical Drugs	\$6,711,252.00	18.55%	0.00%	0.00%
2433	Medical & Dental Serv	\$6,198,932.34	17.13%	0.00%	0.00%
2337	Food & Dietary Supplies	\$5,249,881.41	14.51%	0.00%	0.00%
2544	Other Professional Serv	\$3,125,997.94	8.64%	0.00%	1.26%
2250	Office Supplies	\$1,036,134.41	2.86%	2.47%	2.86%

The lack of MBE/WBE participation in DMH's top five object codes can be attributed to the following reasons:

- ✚ Object Codes **2289, 2433, and 2337** are state contracts set up by OA's Purchasing that are awarded to Non-M/WBE vendors. Commodities and services purchased by the DMH are not well represented with state certified M/WBE vendors. This lack of certified vendors is seen in procurements processed both by the Division of Purchasing and the Department.
- ✚ **2544**– There are no M/WBEs that can provide the services needed for the department.

Listed on the tables below are **DMH's Top Five Areas of MBE and WBE** participation respectively.

DMH's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/ Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2491	IT Provided Asset & Service	\$3,792.78	\$0.00	\$3,792.78	100.00%
2724	Photographic Equipment	\$8,675.03	\$0.00	\$22,674.60	38.25%
2547	Housekeeping & Janitorial	\$12,830.76	\$0.00	\$108,188.51	11.85%
2730	Communication Equipment	\$5,173.32	\$7,085.20	\$74,971.35	6.9%
2775	Reproduction & Print Equipment	\$2,758.59	\$31,859.00	\$45,842.01	6.01%

DMH's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/ Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2505	Professional Court Service	\$3,536.00	\$0.00	\$3,814.80	92.69%
2838	Minor Repair Maint. & Improv.	\$52,708.00	\$0.00	\$91,939.22	57.32%
2574	Electrical Repair & Maint.	\$2,067.00	\$0.00	\$5,502.86	37.56%
2784	Food Service Equip	\$63,300.15	\$67,595.15	\$185,163.08	34.18%
2802	Household Furn & Equip	\$20,885.14	\$103,579.34	\$130,303.47	16.02%

DMH will continue to make the following improvements in its efforts to increase MBE and WBE participation expenditures:

- ✚ Attend vendor/buyer meetings in the metropolitan areas to make contact or locate MBE/WBE vendors that can provide some of the services and products the department procures.
- ✚ Conduct regional and facility procurement trainings for its procurement staff.
- ✚ Continue to provide bid notifications to the St. Louis and Kansas City Minority Business Councils.
- ✚ Conduct routine analysis of its expenditures to ensure that MBEs and WBEs participation goals are met.
- ✚ Target object codes used by metropolitan facilities for M/WBE solicitations and analyze expenditures by object code and facility to determine the viability for increased inclusion.
- ✚ Work with OEO to exempt/include object codes and types of contracts to increase the validity of statistics on reporting the agency's discretionary expenditures.

Department of Natural Resources

Director: Sara Parker Pauley

The mission of the Missouri Department of Natural Resources is to protect our air, land and water; preserve our unique natural and historic places; and provide recreational and learning opportunities for everyone. The department accomplishes this mission through the following divisions:

Office of the Director	Administrative Support	Environmental Quality
Missouri Geological Survey	Missouri State Parks	

DNR'S PROCUREMENT PROCESS

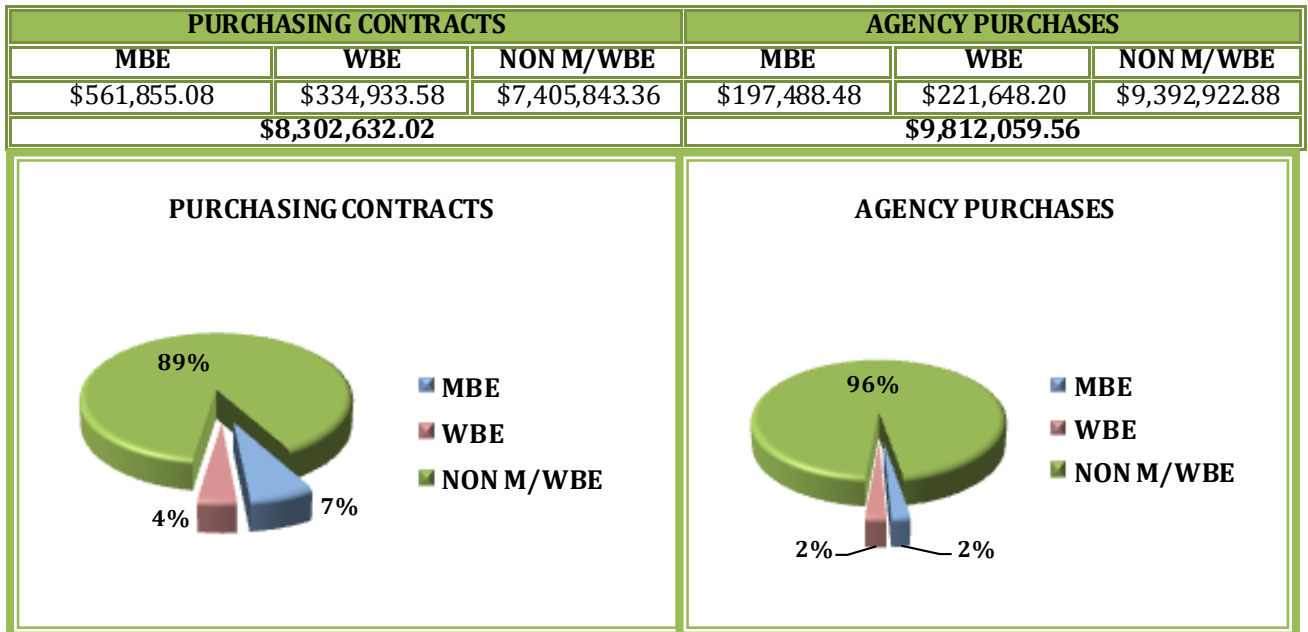
DNR utilizes contracts procured by the Division of Purchasing (Purchasing) as often as possible. Mandatory contracts are used as required by Purchasing. Non-mandatory or preferred contracts, are used when it is in the best interest of the state. The department utilizes these contracts before pursuing other alternatives. DNR typically utilizes a non-contract source when the contract does not meet its needs, cannot supply it in the timeframe requested, or when the department can find the product at a lower cost. In FY15, Purchasing's contracts were used for 45.83% of DNR's discretionary spending.

DNR'S MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. **"Net Expenditures"** represent DNR's "Total Expenditures" of **\$18,114,691.58** minus "Excludable Expenditures" of \$5,208,339.00

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$759,343.56	\$556,581.78	\$16,798,766.24	\$12,906,352.58	5.88%	4.31%

The table and pie charts below represent the breakdown of DNR's "Total Expenditures" into **"PURCHASING CONTRACTS"** and **"LOCAL AGENCY PURCHASES"**.



The table below details **DNR's Top Five (5) Expenditure** areas along with the level of MBE/WBE participation achieved in each category.

Object Code/ Description		Expenditures Total	% of Grand Total Expenditures	MBE %	WBE %
2544	Other Professional SRVS	\$6,785,776.00	37.46%	2.13%	0.24%
2328	Motor Fuel	\$1,174,468.00	6.48%	0.00%	0.00%
2748	Vehicles	\$981,971.00	5.42%	5.66%	0.00%
2304	Resale Merchandise	\$830,653.00	4.59%	0.23%	1.00%
2805	Other Specific Use Equip	\$796,948.00	4.40%	0.00%	0.00%

M/WBE low participation rates in four of DNR's top five object codes can be attributed to the following reasons:

- ✚ **2328** – DNR continues to have zero percentage MBE/WBE participation because DNR purchases this product through an OA Purchasing established contract for state fuel that carries only 0.03 % participation with WBEs.
- ✚ **2748** – Vehicles – there is no WBE participation because there are no certified WBEs on the state contract established by OA Purchasing.
- ✚ **2304** – Resale merchandise – Items purchased as resale merchandise are typically items purchased by the Missouri State Parks for sale in their state parks or historic sites to the general public or resold to other parks. The merchandise is specific to the audience and site.
- ✚ **2805** – Other Specific Use Equipment – Examples of items purchased under this object code include: bear proof dumpsters, trailer mounted sewer jetter, mobile equipment shelters, soil environmental analyzers, Area RAE units, and trailers. There are very few M/WBEs providing these types of goods.

Listed on the tables below are **DNR's Top Five Areas of MBE and WBE** participation respectively.

DNR's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/ Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2583	Comp Sfw Maint, Lic & Subsc	\$2,106.00	\$0.00	\$2,106.00	100.00%
2686	Under Thresh. Non Mf Com Sfw	\$6,669.00	\$0.00	\$7,074.97	94.26%
2748	Vehicles	\$55,557.00	\$891,952.00	\$981,971.00	5.65%
2694	Under Threshold Other Equip	\$9,878.10	\$104,424.00	\$279,506.87	3.53%
2544	Other Professional Serv	\$144,296.21	\$4,937,383.19	\$6,785,776.20	2.12%

DNR's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/ Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2301	Promotional Supplies	\$10,433.16	\$0.00	\$10,433.16	100.00%
2271	Uniform & Clothing	\$35,405.61	\$2,084.16	\$44,412.64	79.71%
2547	Housekeeping & Janitorial	\$522.50	\$0.00	\$1,452.06	35.98%
2469	Temporary Personnel Services	\$19,075.00	\$1,838.96	\$78,767.78	24.21%
2784	Food Service Equipment	\$4,096.42	\$0.00	\$27,931.36	14.66%

DNR will continue to make the following improvements in its efforts to increase MBE and WBE participation its expenditures:

- ✚ Advise and educate staff to include M/WBEs when procuring commodities and services and of the importance of Executive Order 15-06 when implemented.
- ✚ Promote M/WBE vendors when made aware of their existence and recommend that DNR partners utilize M/WBEs when awarded department financial assistance agreements.
- ✚ Identify M/WBEs to provide equipment and services for specialized environmental needs and continue to advocate matching smaller vendors with larger vendors so they can become subcontractors on bid awards.

Department of Public Safety

Director: Lane Roberts

The Department of Public Safety (DPS) coordinates statewide law enforcement, criminal justice and public safety efforts to ensure a safe environment for Missourians. The department's mission is to provide a safe and secure environment for all individuals through efficient and effective law enforcement, national defense, disaster preparedness, service to veterans, service to crime victims, and education. DPS is comprised of the following nine divisions:

Office of the Director	Alcohol & Tobacco	Capitol Police	Fire Safety
MO State Highway Patrol	Gaming Commission	National Guard	SEMA
Veterans Commission			

DPS'S PROCUREMENT PROCESS

DPS is comprised of nine divisions. The department is de-centralized regarding financial and procurement functions. Each division is responsible for helping the DPS meet its MBE/WBE goals. DPS mainly utilizes contract set up by the Division of Purchasing. For every purchase the procurement staff will utilize a statewide contract if available. Local purchases are approved in the absence of a statewide contract. Three bids are solicited for purchases exceeding \$3,000. DPS makes the effort to use vendor contracts and MBE/WBEs if available.

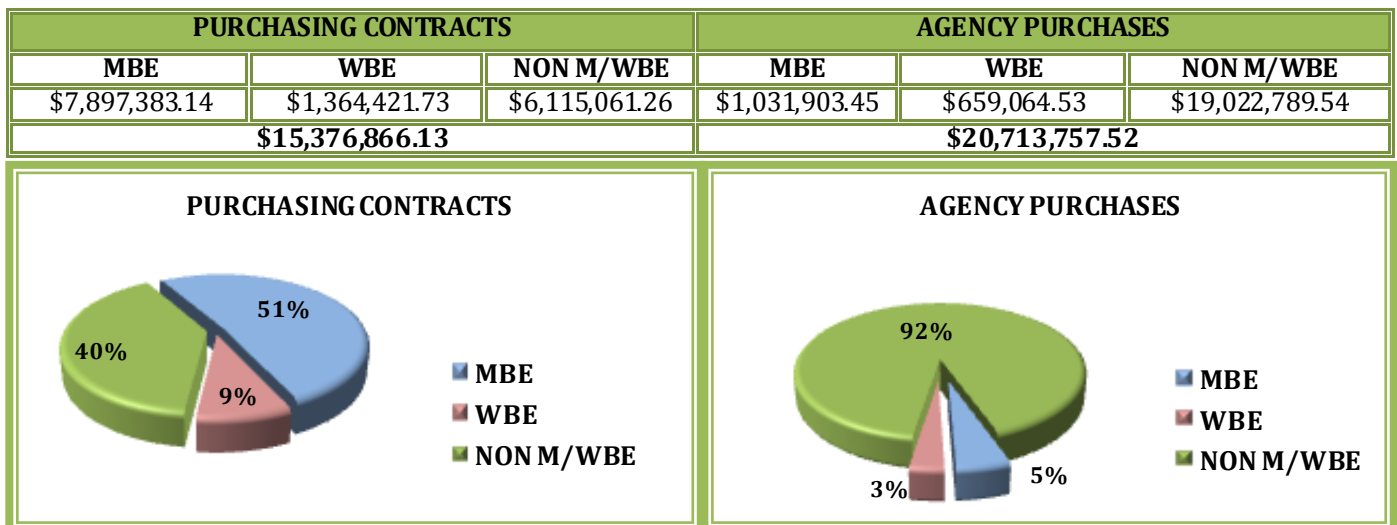
In response to this decentralized nature, this FY15 Missouri Department of Public Safety M/WBE procurement analysis does not reflect the M/WBE procurement efforts and/or statistics of the Missouri State Highway Patrol. The Missouri State Highway Patrol completes a procurement analysis at the divisional level for submission to the Office of Equal Opportunity.

DPS's MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. "Net Expenditures" represent DPS's "Total Expenditures" of \$36,090,623.65 minus "Excludable Expenditures" of \$0.00.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$8,929,286.59	\$2,023,486.26	\$25,137,850.80	\$36,090,623.65	24.74%	5.61%

The table and pie charts below represent the breakdown of DPS's "Total Expenditures" into "PURCHASING CONTRACTS" and "AGENCY PURCHASES".



The table below details **DPS's Top Five (5) Expenditure** areas along with the level of MBE/WBE participation achieved in each category.

Object Code/ Description		Expenditures Total	% of Grand Total Expenditures	MBE%	WBE%
2748	Vehicles	\$13,846,834.52	16.36%	0.13%	0.00%
2289	Pharmaceutical Drugs	\$7,841,735.86	9.26%	0.00%	0.00%
2544	Other Professional Services	\$6,247,993.82	7.38%	0.91%	0.31%
2583	Comp Software Maint. Lic. & Subsc.	\$5,299,995.83	6.26%	44.12%	0.07%
2337	Food & Dietary Supplies	\$4,837,169.23	5.71%	0.00%	0.02%

The lack of M/WBE participation in four of DPS's top five object codes can be attributed to the following:

- ✚ **2748** – Vehicles are purchased through a state contract and there are no available M/WBEs certified to provide law enforcement vehicles.
- ✚ **2289** – Contracts set up by OA Purchasing that do not include M/WBE participation as part of the awarded contract
- ✚ **2544** – These expenditures are for specialized law enforcement and other professional services to the Veteran Service Organizations.
- ✚ **2337** - Contracts set up by OA Purchasing that do not include M/WBE participation as part of the awarded contract.

Listed on the tables below are **DPS's Top Five Areas of MBE and WBE** participation respectively.

DPS's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2700	Non Mnfm Comp Equip Over Thresh.	\$2,725,106.57	\$105,825.40	\$2,842,577.77	95.86%
2685	Under Threshold-Computer Equip.	\$572,844.51	\$435.00	\$619,315.36	92.49%
2409	Internet Charges	\$64,821.84	\$0.00	\$92,508.93	70.07%
2790	Law Enforcement Equip	\$484,800.00	\$155,779.80	\$730,916.29	66.32%
2686	Under Threshold-Non Mf Com Sfw	\$136,758.20	\$62,348.16	\$240,439.35	56.87%

DPS's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2481	Food Services	\$191,816.42	\$0.00	\$191,816.42	100.00%
2733	Other Elect & Photo Equip	\$2,429.00	\$0.00	\$2,429.00	100.00%
2505	Professional Court Services	\$9,559.15	\$0.00	\$9,958.70	95.98%
2469	Temporary Personnel Services	\$9,920.67	\$1,890.97	\$11,811.64	83.99%
2496	Other Business Services	\$252,670.00	\$41,900.44	\$458,560.80	55.10%

DPS will continue to make the following improvements in its efforts to increase MBE and WBE participation expenditures:

- ✚ To research available vendors with competitive pricing in order to increase our M/WBE percentages. Field staff input has also been requested to boost our participation.
- ✚ With the help of the OEO, recruit more MBE/WBE vendors in the following DPS's high expenditures areas: Actuarial Services, Advertising, Shredding Services and Transcription/Translation services.
- ✚ Strive to improve participation on local authority purchases by checking the M/WBE vendor database for qualified vendors in applicable areas.

Missouri State Highway Patrol

Superintendent: Colonel J. Bret Johnson

The primary purpose of the Missouri State Highway Patrol (MSHP) is to enforce the traffic laws and promote safety upon the highways and waterways. As near as practicable all personnel of the Patrol shall be used for carrying out these purposes and the Patrol shall be utilized in carrying the provisions of Sections 43.350 to 43.380 RSMo. MSHP houses the following divisions:

Aircraft	Budget & Procurement	Career Recruitment	Commercial Vehicle Enforcement	Crime Laboratory
Criminal Justice Information Services	Driver's Examination	Drug & Crime Control	Fleet & Facilities	Gaming
Governor Security	Human Resources	Information & Communication Technology	Information Services	Motor Vehicle Inspection
Patrol Records	Professional Standards	Public Information & Education	Research & Development.	Training
Water Patrol Division				

MSHP'S PROCUREMENT PROCESS

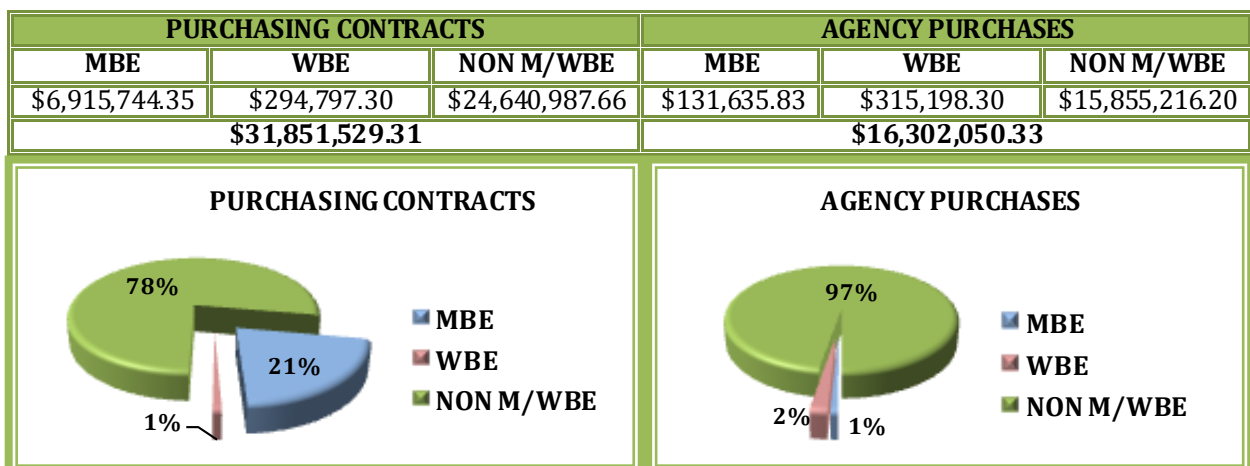
The Procurement Unit solicits bids, awards contracts, and initiates purchase orders in accordance with applicable statutes, policies and guidelines. It promotes competitive procurement and encourages the participation and expansion of minority and women owned business enterprises in the procurement process. Interested vendors must be registered with MissouriBUYs. Questions concerning bids must be directed to the Buyer of Record indicated on the front page of the bid document. All bid responses are subject to Terms and Conditions set forth by the State of Missouri. The Purchasing Section serves as the division liaison with the Office of Administration (OA), Division of Purchasing for purchases valued annually at \$25,000 or greater. In accordance with Executive Order 05-30, contractors are encouraged to utilize certified minority and women-owned businesses in selecting subcontractors.

MSHP'S MBE/WBE EXPENDITURES

An analysis of the agency's expenditures reveals the following expenses incurred during FY15 on the table below. "Net Expenditures" represent MSHP's "Total Expenditures" of \$48,153,579.64 minus "Excludable Expenditures" of \$6,620,566.39.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$7,047,380.18	\$609,995.60	\$40,496,203.86	\$41,533,013.25	16.97%	1.47%

The table and pie charts below represent the breakdown of MSHP's "Total Expenditures" into "PURCHASING CONTRACTS" and "AGENCY PURCHASES".



The table below details **MSHP's Top Five (5) Expenditure** areas along with the level of MBE/WBE participation achieved in each category.

Object Code/ Description		Expenditures Total	% of Grand Total Expenditures	MBE %	WBE %
2748	Vehicles	\$13,531,341.02	28.10%	0.13%	0.00%
2675	Other Fixed Assets	\$3,530,724.83	7.33%	2.45%	0.00%
2583	Comp Software Maint., Lic., & Subsc.	\$3,357,382.12	6.97%	56.75%	11.00%
2544	Other Professional Serv	\$2,645,076.15	5.49%	0.00%	0.00%
2700	Non Mnfm Comp Equ Over Thres	\$2,457,737.81	5.10%	95.22%	0.00%

MBE/WBE participation in two of MSHP's top five object codes were impacted due to the following reasons:

- ✚ **2748** - MSHP utilizes a mandatory state vehicle contract and this contract accounts for the bulk of Patrol vehicle coded purchases. Contracts are established by OA's Purchasing with minimal M/WBE participation.
- ✚ **2544** - The Patrol has established agreements with specialized entities i.e. (FBI, APCO, LEXIS NEXIS, etc.) for performing background checks and credit checks. These entities have no M/WBE affiliation, and the uniqueness of these purchases has limited opportunities to include participation by M/WBE vendors.

Listed on the tables below are **DPS's Top Five Areas of MBE and WBE** participation respectively.

MSHP's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/ Description		Contracts	Discretionary	Object Code Total Spend	MBE %
2775	Reproduction & Print Equip	\$15,512.97	\$0.00	\$15,512.97	100.00%
2700	Non Mnfm Comp Equ Over Thres	\$2,340,266.61	\$105,825.40	\$2,457,737.81	95.22%
2685	Under Threshold Computer Equip	\$505,714.82	\$435.00	\$545,178.46	92.76%
2409	Internet Charges	\$64,821.84	\$0.00	\$74,703.17	86.77%
2790	Law Enforcement Equip	\$484,800.00	\$155,779.80	\$730,916.29	66.32%

MSHP's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/ Description		Contracts	Discretionary	Object Code Total Spend	WBE %
2733	Other Elect & Photo Equip	\$2,429.00	\$0.00	\$2,429.00	100.00%
2772	Office Equipment	\$1,795.00	\$0.00	\$1,795.00	100.00%
2496	Other Business Services	\$252,670.00	\$39,451.48	\$376,747.94	67.06%
2541	Info Technology Consult & Services	\$12,211.20	\$22,381.26	\$34,592.46	35.30%
2505	Professional Court Services	\$90.00	\$0.00	\$285.00	31.57%

MSHP will continue to make the following improvements in its efforts to increase MBE and WBE participation expenditures:

- ✚ MSHP will make every effort to utilize MBE and WBE vendors in our local purchasing authority.
- ✚ MSHP will continue to seek out qualified M/WBE vendors that it can include in its quote process.
- ✚ Purchasing documentation will be reviewed periodically to ensure that the Patrol is utilizing M/WBEs in its procurements.

Department of Revenue

Director: Nia Ray

The mission of the Department of Revenue (DOR) is to facilitate the proper functioning of state and local government by accurately and efficiently collecting and distributing state and local revenues, and to support public safety by effectively administering the laws related to motor vehicle sale and registration, and driver licensing. The Department accomplishes this mission by following the law; fostering innovation in its operations; developing cooperative relationships with other public and private entities; clearly communicating with the public; and treating everyone fairly and with respect. DOR is made up of the following divisions:

Administration	Legal Services	Motor Vehicle & Driver's Licensing	Taxation
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DOR'S PROCUREMENT PROCESS

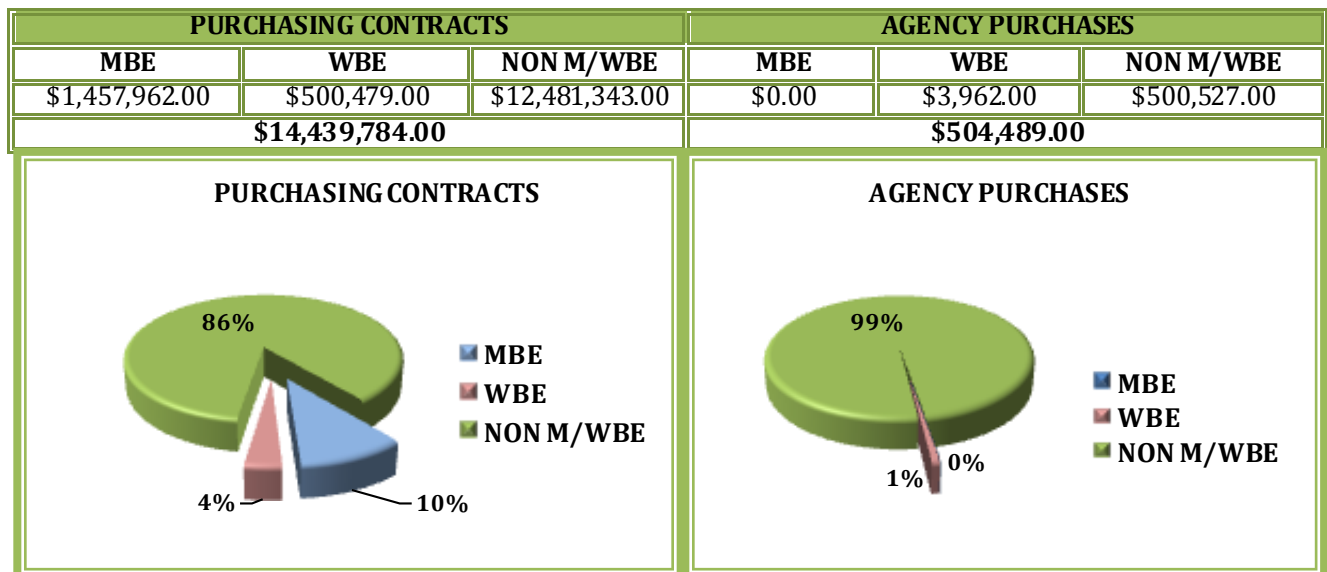
The Office of Administration (OA) has granted the Department of Revenue local purchasing authority. This authorizes the Department to make procurements under \$25,000. The Division of Purchasing must handle procurements \$25,000 and over. If a good or service is not on an established contract or available from Missouri Vocational Enterprise (MVE), and the total cost is greater than \$3,000 and less than \$25,000, the Department's buyer solicits a minimum of three bids. The Department of Revenue (Department) has a centralized purchasing function. The Administration Division's Financial and General Services Bureau's (FGSB) Purchasing Section ensures the Department receives the goods and services necessary to carry out its mission. The Department buyers strive to procure items at the most economical cost while maintaining the level of quality required to meeting the user's need.

DOR'S MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. **"Net Expenditures"** represent DOR's "Total Expenditures" of **\$14,944,273.00** minus "Excludable Expenditures" of \$0.00.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
1,457,962.00	\$504,441.00	\$12,981,870.00	\$14,944,273.00	9.76%	3.38%

The table and pie charts below represent the breakdown of DOR's "Total Expenditures" into **"PURCHASING CONTRACTS"** and **"AGENCY PURCHASES"**.



The table below details **DOR's Top Five (5) Expenditure** areas along with the level of MBE/WBE participation achieved in each category:

Object Code/ Description		Expenditures Total	% of Grand Total Expenditures	MBE %	WBE %
2544	Other Professional Services	\$8,341,224.68	55.81%	0.00%	0.04%
2475	Collection Services	\$3,883,556.46	25.99%	0.00%	0.00%
2460	Printing & Binding Services	\$868,370.27	5.81%	0.00%	0.00%
2805	Other Specific Use Equipment	\$407,006.09	2.72%	0.00%	0.00%
2250	Office Supplies	\$295,205.33	1.98%	6.59%	6.97%

The lack of M/WBE participation in DOR's top five object codes can be attributed to the following reasons:

- ✚ **2544** – DOR is implementing an integrated tax system. MBE/WBE vendors are unable to provide the system and services required in the complex tax system.
- ✚ **2475** – DOR contracts with two collection agencies to pursue delinquent tax collections. MBE/WBE vendors are unable to provide the collection services necessary to fulfill the contract requirements.
- ✚ **2460** – The Department struggles to find MBE/WBE vendors that can provide the Department's printing needs.
- ✚ **2805** – The Department purchased an automated mail processor in FY15. MBE/WBE vendors could not produce this specified equipment.

Listed on the tables below are **DOR's Top Five Areas of MBE and WBE** participation respectively.

DOR'S TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/ Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2685	Under Threshold Comp Equip	\$116,133.05	\$0.00	\$117,329.67	98.98%
2700	Non Mnfrm Comp Equip Over Thres	\$373,758.32	\$0.00	\$417,563.34	89.50%
2376	Information Technology Supplies	\$25,947.06	\$0.00	\$33,108.32	78.37%
2778	Other Office Equipment	\$34,239.34	\$1,939.00	\$50,728.34	67.49%
2686	Under Threshold Non Mf Com Sfw	\$3,383.02	\$0.00	\$12,712.55	52.57%

DOR'S TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/ Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2469	Temporary Personnel Services	\$77,384.53	\$0.00	\$77,384.53	100.00%
2730	Communication Equipment	\$295.00	\$0.00	\$295.00	100.00%
2271	Uniforms & Clothing	\$4,982.13	\$0.00	\$5,354.02	93.05%
2505	Professional Court Services	\$1,957.80	\$0.00	\$3,461.79	56.55%
2253	Recognition Awards	\$1,020.00	\$0.00	\$1,928.07	52.90%

DOR will continue to make the following improvements in its efforts to increase MBE and WBE participation expenditures:

- ✚ Be very supportive of MBE/WBE vendors and initiatives.
- ✚ Utilize the OEO Minority/Women Business Enterprise Program website along with other resources such as the St. Louis Black Pages, Kansas City Chamber of Commerce, and St. Louis Minority Business Council, to reach out to more M/WBE vendors.
- ✚ With eprocurement, if a MBE/WBE vendor is registered for a commodity/service, any bid that OA or DOR issues will be sent to the MBE/WBE.

Missouri Lottery

Executive Director: May Scheve Reardon

The Missouri Lottery is a revenue source for Missouri public education. The Lottery's mission is to help fund educational opportunities for Missouri students, support Missouri businesses, and entertain millions. Lottery is made up of the following divisions:

Executive Office	Risk Management	Sales, Marketing & Communications
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The core functions of the Lottery are to:

- | | |
|---|---|
| <ul style="list-style-type: none">  Recruit and license Lottery retailers.  Collect revenues from Lottery retailers.  Ensure the security and integrity of Lottery operations and games. | <ul style="list-style-type: none">  Create, market, and distribute Lottery products.  Pay Lottery prizes and retailer commissions.  Transfer profits to the Lottery Proceeds Fund. |
|---|---|

LOTTERY'S PROCUREMENT PROCESS

Procurement staff determines if a requested item is available and can be purchased under a current Lottery contract, a statewide contract, or from MVE. If the estimated cost of the purchase is \$3,000 or less, price quotes are recommended but not required.

The Lottery requires documentation of at least three informal bids for purchases over \$3,000 but less than \$10,000. For purchases \$10,000 to \$25,000, documentation of at least three written bids is required. Bids under \$25,000 are sent via e-mail directly to bidders to invite them to bid. Purchases over \$25,000 require a written bid and advertisement. For all Lottery's procurements over \$25,000 10% minority and 5% women-owned preferences are included as evaluation criteria.

Bids are posted to the Lottery's website, sent to OEO to post to their bid opportunity page, advertised in all major newspapers and minority newspapers in the state, as well as sent via e-mail directly to bidders with expertise in the product or services for which we are soliciting bids. Established vendor distribution lists are regularly updated to include minority and women-owned businesses.

LOTTERY'S MBE/WBE EXPENDITURES

An analysis of the agency's expenditures reveals the following expenses incurred during FY15 on the table below. **"Net Expenditures"** represent the Lottery's "Total Expenditures" of **\$116,345,238.00** minus "Excludable Expenditures" of \$10,277,225.49.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$14,770,571.00	\$6,085,002.00	\$95,489,665.00	\$106,068,012.51	13.93%	5.74%

The table below details the **Lottery's Top Five (5) Expenditure** areas along with the level of MBE/WBE participation achieved in each category.

	Object Code/ Description	Expenditures Total	% of Grand Total Expenditures	MBE%	WBE%
N/A**	Retailer Commissions & Incentives	\$67,088,028.00	57.66%	15.73%	5.43%
2496	Other Business Services	\$13,448,600.14	11.56%	11.08%	6.67%
2466	Advertising Services	\$10,714,864.46	9.21%	11.12%	4.91%
2460	Printing & Binding Services	\$6,553,246.33	5.63%	10.73%	10.31%
2544	Other Professional Services	\$2,232,061.70	1.92%	0.00%	1.18%

****Retailer commissions and incentives are predominantly retained by retailers from ticket sales and are not paid through SAM II.**

The Lottery's M/WBE participation rates can be attributed to the following reasons:

- ✚ **2496** – Contract awarded by OA's Purchasing to IGT for computer gaming system and communications services. IGT M/WBE subcontracting for FY15 was 11.08% and 6.67% respectively.
- ✚ **2466** - Contract awarded by OA's Purchasing to Barkley for media purchase. Barkley M/WBE subcontracting participation for FY 15 was 11.12% and 4.91 % respectively.
- ✚ **2460**- Contract with Pollard for printing of Lottery Scratchers tickets. Pollard reported M/WBE subcontracting of 14.10% to WBEs. Pollards contract did not include minority participation. Contract with Scientific Games also reported M/WBE subcontracting of 13.34% and 9.36% respectively for FY15.
- ✚ **2544** – Most of these expenditures - \$1,301,235 – were paid to Barkley for media production related to the advertising contract referenced above. Barkley M/WBE subcontracting participation for FY 15 was 11.12% and 4.91% respectively.

Listed on the tables below are **LOTTERY's Top Five Areas of MBE and WBE** participation respectively.

LOTTERY'S TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2685	Under Threshold-Computer Equip	\$116,133.05	\$0.00	\$116,434.67	99.74%
2700	Non Mnfm Comp Equ Over Thres	\$322,234.13	\$0.00	\$366,039.15	88.03%
2376	Information Technology Supplies	\$25,947.06	\$0.00	\$33,059.80	78.48%
2686	Under Threshold-Non Mf Com Sfw	\$6,683.02	\$0.00	\$12,712.55	52.57%
2580	Comp Hardware Repair & Maint	\$160,541.02	\$0.00	\$398,588.63	40.27%

LOTTERY'S TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2469	Temporary Personnel Services	\$77,384.53	\$0.00	\$77,384.53	100.00%
2691	Under Threshold-Off Equip & Furn	\$4,398.00	\$0.00	\$4,477.38	98.22%
2271	Uniforms & Clothing	\$4,982.13	\$0.00	\$5,354.02	93.05%
2253	Recognition Awards	\$1,020.00	\$0.00	\$1,703.18	59.88%
2250	Office Supplies	\$12,425.11	\$0.00	\$25,626.27	48.48%

The Lottery will make the following improvements in its efforts to increase M/WBE participation expenditures:

- ✚ Incorporating Executive Order 15-06 participation rates in future over \$25,000 procurements once rules are adopted.
- ✚ Active participation in the Contract Compliance Council to review procurement efforts to assist in meeting the requirements of Executive Order 15-06, once it is adopted.
- ✚ Continued regular performance monitoring of contractor and Lottery compliance.
- ✚ Continued enforcement when participation falls short of contractual commitments.
- ✚ Continued quarterly reporting of M/WBE participation to the Lottery Commission.
- ✚ Continued regular updating of established vendor lists to include minority and women-owned businesses.



The Lottery employees participating in the "Feed the Hungry" project.

State Tax Commission

Chairman: Bruce E. Davis

Commissioner: Randy Holman

Commissioner: Victor Callahan

The State Tax Commission (STC) is an administrative agency under the direction of three commissioners who are appointed by the Governor and confirmed by the Senate. The Commission is given the responsibility of ensuring the uniform and equitable assessment of all taxable tangible property in the state. The Commission measures the accuracy of assessments in each county and works with assessors to promote an accurate and fair assessment program. It conducts seminars and training sessions for assessors and their staffs. The Commission also hears taxpayers' appeals from the local Boards of Equalization, and is responsible for the statewide assessment of the property of railroads, airlines, pipelines, electric and telecommunication companies. The administrative structure is:

Administration	Legal	Local Assistance	Original Assessment
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STC'S PROCUREMENT PROCESS

STC utilizes the State of Missouri's Purchasing Card (P-Card) program for the majority of its expenditures and will utilize state established contracts when the need arises.

STC'S MBE/WBE EXPENDITURES

An analysis of the agency's expenditures reveals the following expenses incurred during FY15 on the table below. "Net Expenditures" represent STC's "Total Expenditures" of **\$51,977.00** minus "Excludable Expenditures" of \$0.00.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$0.00	\$37.00	\$51,940.00	\$51,977.00	0.00%	0.07%

The table below details **STC's Top Five (5) Expenditure** areas along with the level of MBE/WBE participation achieved in each category.

Object Code/ Description	Expenditures Total	% of Grand Total Expenditures	MBE%	WBE%
2328 Motor Fuel	\$17,895.58	34.43%	0.00%	0.00%
2610 Vehicle Repair & Maint	\$11,448.55	22.03%	0.00%	0.00%
2250 Office Supplies	\$9,688.91	18.64%	0.00%	0.38%
2694 Under Thres Other Equip	\$5,503.25	10.59%	0.00%	0.00%
2544 Other Professional Serv	\$4,300.20	8.27%	0.00%	0.00%

The lack of MBE/WBE participation in STC's top five object codes can be attributed to the following:

- A majority of STC's expenditures for services provided are through contract bids by the Division of Purchasing. The department has no control over the regulations and policies used by Purchasing to award a contract.
- STC has undergone numerous budget cuts over the past several years; most recently, in FY15, the Commission lost 15% of Expense and Equipment funding. Budgetary reductions and functional consolidations have decreased STC's discretionary spending to 1%, (\$1,300) of our current expense and equipment budget.
- STC employees utilize the P-Card for the majority of their purchases in rural Missouri which is not well represented by M/WBE vendors. Of the top 5 expenditures listed above, only 15% of those were not through P-Cards.

The State Tax Commission continues to strive to do more business with MBE/WBE vendors, but extensive budget cuts have greatly reduced its ability to fulfill the objectives of Executive Order 15-06. Prior to these cuts, STC had utilized several M/WBE vendors totaling \$9,000. STC will continue to participate actively in M/WBE vendor fairs with the hopes of reaching certified M/WBEs in the rural areas.

Department of Social Services

Director: Brian Kinkade

The Department of Social Services (DSS) is responsible for coordinating programs to provide public assistance to children and their parents, access to health care, child support assistance and to provide specialized assistance to troubled youth. While many programs give needed financial assistance and services, other units work toward reducing financial dependency of the citizens on government. DSS accomplishes these functions through the following divisions.

Office of the Director	Children's Division	Family Support Division	MO Health Net Division
Division of Legal Services	Division of Youth Services	Division of Finance and Administrative Services	

DSS's PROCUREMENT PROCESS

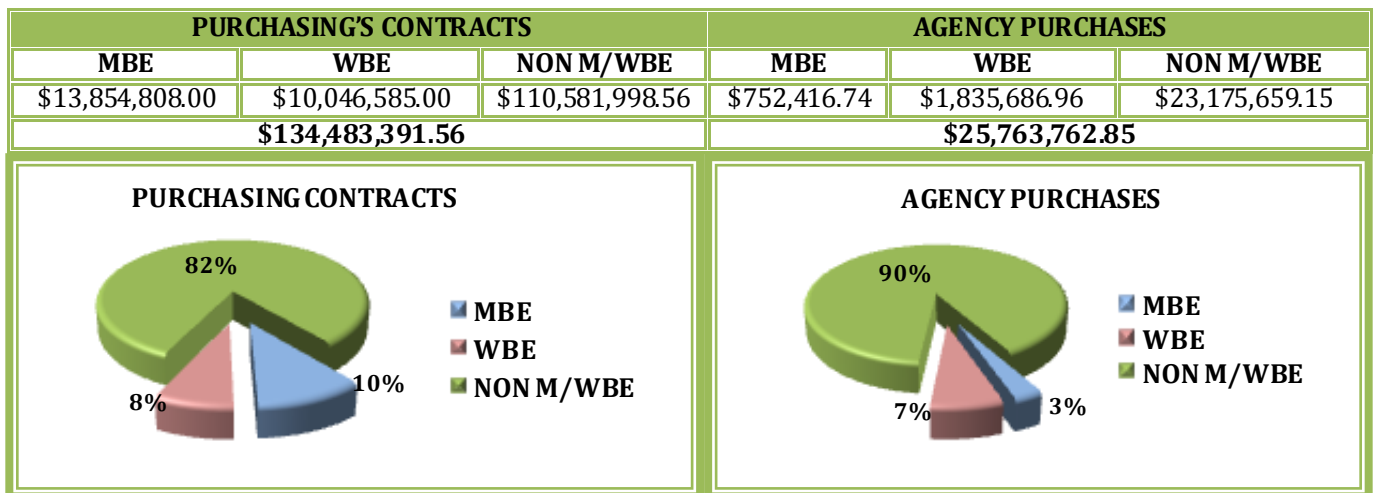
The Division of Finance and Administrative Services (DFAS) is responsible for managing DSS contracts for a wide array of products and services for children and families. DFAS provides assistance and oversight in the development, planning, execution and coordination of RFPs and contracts for services and supplies. DFAS also manages a variety of Memorandums of Understanding (MOU) with various governmental and community agencies. DFAS provides technical expertise and training for DSS staff concerning procurement statutes, regulations and rules, contracting procedures and protocols and ensures that the DSS contracting operations are in compliance with state and federal regulations. DFAS procurement officers serve as liaisons with the state Office of Administration, Division of Purchasing. DFAS is responsible for the implementation of practices and initiatives to increase participation of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) vendors in department contracts. DFAS currently manages over 35,000 contracts and agreements and processes over 30,000 procurement documents annually.

DSS MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 as listed in the table below. **"Net Expenditures"** represent DSS's "Total Expenditures" of **\$160,247,154.00** minus "Excludable Expenditures" of \$0.00.

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$14,607,224.74	\$11,882,271.96	\$133,757,657.30	\$160,247,154.00	9.12%	7.41%

The table and pie charts below represent the breakdown of DSS's "Total Expenditures" into **"PURCHASING'S CONTRACTS"** and **"AGENCY PURCHASES"**.



The table below details **DSS's Top Five (5) Expenditure** areas during FY15 with the level of MBE/WBE participation achieved in each category.

Object Code/ Description		Expenditures Total	% of Grand Total Expenditures	MBE%	WBE%
2544	Other Professional Serv	\$92,894,806.94	57.97%	0.00%	0.10%
2514	Program Consultant Serv	\$26,125,253.43	16.30%	0.00%	0.00%
2541	Info Technology Consult & Serv	\$12,188,596.40	7.61%	11.43%	3.67%
2583	Comp Sfw Maint, Lic, & Subsc	\$3,053,719.49	1.91%	0.49%	0.00%
2469	Temporary Personnel Serv	\$2,504,904.68	1.56%	0.00%	82.85%

MBE/WBE participation in some of DSS's top five object codes did not achieve target goals due to some of the following reasons:

- ✚ **2544 and 2514** - Nearly three (3) dollars out of every four (4) are spent on Other Professional Services (2544) and Program Consulting Services (2514) and are related to services provided to/for clients. Availability of MBE/WBE vendors for specific types of human services and social services programming can be very limited, if available at all. Additionally, many DSS service providers are not-for-profit organizations.
- ✚ **2583** - Software licenses and maintenance afford little opportunity, if any, for MBE/WBE participation. Software maintenance is usually only available from the original software manufacturer and original software may also be proprietary.

Listed on the tables below are **DSS's Top Five Areas of MBE and WBE** participation respectively.

DSS's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/ Description		Contracts	Discretionary	Object Code Total Spend	MBE%
2580	Comp Hardware Repair & Maint	\$189,892.89	\$0.00	\$3,053,719.49	100.00%
2685	Under Threshold-Computer Equip	\$190,365.16	\$0.00	\$190,365.16	100.00%
2686	Under Threshold Non Mf Com Sfw	\$544,080.97	\$0.00	\$544,119.97	99.99%
2706	Non-Mainframe Comp Software	\$527,874.01	\$28,728.00	556,602.01	94.83%
2712	Educational Equipment	\$6,300.32	\$0.00	\$7,916.20	79.58%

DSS's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/ Description		Contracts	Discretionary	Object Code Total Spend	WBE%
2491	IT Provided Asset & Serv	\$3,300.00	\$0.00	\$3,300.00	100.00%
2427	Laboratory Services	\$800,152.40	\$83,740.75	\$887,183.90	90.19%
2469	Temporary Personnel Serv	\$2,075,522.43	\$277,447.97	\$2,504,904.68	82.85%
2700	Non Mnfm Comp Equip Over Thres	\$1,065,652.36	\$718,813.61	\$1,791,060.33	59.49%
2691	Under Threshold-Off Equip	\$3,724.24	\$22,194.19	\$73,965.62	5.03%

DSS will continue to make the following improvements in its efforts to increase MBE and WBE participation expenditures:

- ✚ Conducting a detailed analysis of expenditures to identify additional opportunities for MBE/WBE vendors.
- ✚ Identifying and soliciting MBE/WBE vendors for specific procurement opportunities.
- ✚ Promoting the use of MBE/WBE vendors for discretionary purchases that do not require a bid and outreach to certified M/WBE vendors to encourage their participation in DSS and other state procurement opportunities.

Missouri Department of Transportation

Director: Patrick McKenna

The Missouri Department of Transportation (MoDOT), under the guidance of the Missouri Highways and Transportation Commission, is committed to providing the public with a safe and modern transportation system. The department is responsible for maintaining 32,800 miles of highways and 10,224 bridges throughout the state. In addition to designing, building and maintaining roads and bridges, MoDOT works to improve airports, river ports, railroads, public transit systems and pedestrian and bicycle travel. The department also administers motor carrier and highway safety programs. MoDOT has seven districts statewide and a Central Office in Jefferson City which houses the following divisions:

Office of Director	Audits & Investigations	Bridge	Chief Counsel
Commission Secretary	Construction & Materials	Customer Relations	Equal Opportunity & Diversity
External Civil Rights	Financial Services	General Services	Governmental Relations
Human Resources	Motor Carrier Services	Multimodal Operations	Risk & Benefit Management
Traffic & Highway Safety		Transportation Planning	

MODOT'S PROCUREMENT PROCESS

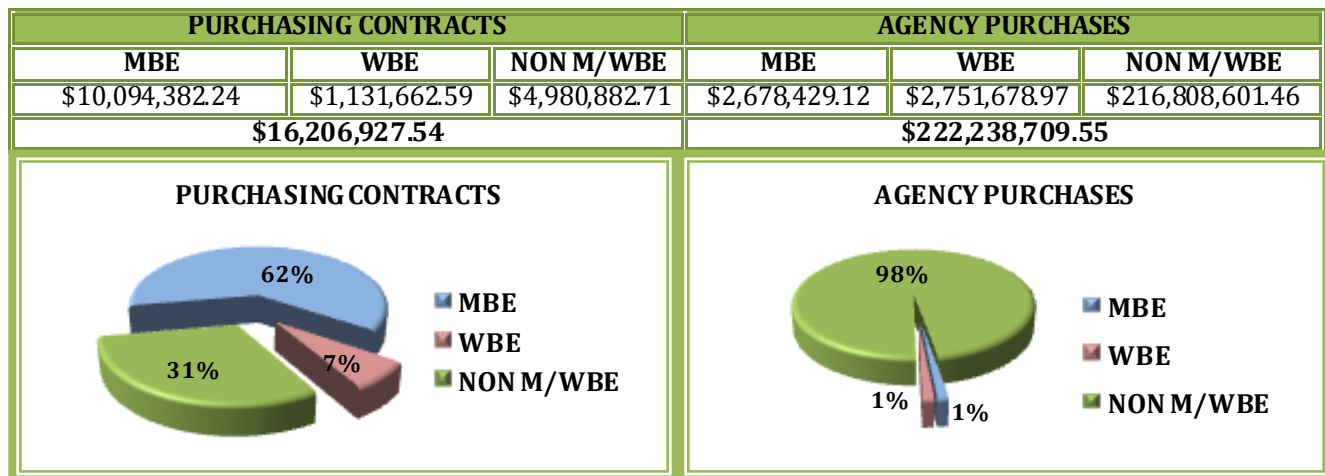
Quotations require a minimum of three responses and staff must contact at least one M/W/DBE firm when soliciting quotations, if available. When soliciting competitive sealed bids, procurement staff must contact all M/W/DBE firms identified as offering the commodities/services being solicited. Email notification is most effective as a majority of respondents are registered in MoDOT's vendor database and receive the email notification. All competitive bid and proposal solicitations are posted to MoDOT's website. Multiple links to MoDOT's website capture the interest of some vendors and bid responses are received on occasion from vendors who located a solicitation from the website or who subscribed to a notification firm. MoDOT, in addition, advertises facilities related bids in county newspapers.

MODOT'S MBE/WBE EXPENDITURES

An analysis of the department's expenditures reveals the following expenses incurred during FY15 on the table below. "Net Expenditures" represent MODOT's "Total Expenditures" of \$238,445,637.09 minus "Excludable Expenditures" of \$3,187,739.00

MBE EXPENDITURES	WBE EXPENDITURES	NON-M/WBE EXPENDITURES	NET EXPENDITURES	MBE %	WBE %
\$12,772,811.36	\$3,883,341.56	\$221,789,484.17	\$235,257,898.09	5.43%	1.65%

The table and pie charts below represent the breakdown of MODOT's "Total Expenditures" into "PURCHASING CONTRACTS" and "AGENCY PURCHASES".



The table below details **MoDOT's Top Five (5) Expenditure** areas during FY15 with the level of MBE/WBE participation achieved in each category.

Object Code/ Description		Expenditures Total	% of Grand Total Expenditures	MBE%	WBE%
2331	Other Repair & Maint Supp	\$84,618,129.19	35.49%	0.00%	0.16%
2544	Other Professional Serv	\$33,081,886.23	13.87%	0.44%	1.42%
2328	Motor Fuel	\$21,895,928.56	9.18%	0.00%	0.00%
2748	Vehicles	\$16,338,216.95	6.85%	0.00%	0.00%
2325	Vehicle Repair Supplies	\$11,223,070.35	4.71%	0.00%	0.03%

Low MBE/WBE participation rates in MoDOT's top five object codes can be attributed to the following reasons:

- ✚ **2331** – Lack of M/WBE expenditures can generally be attributed to a lack of known M/WBE suppliers or a decrease in M/WBE responses to our solicitation requests. In FY15 the M/WBE vendor bid response rate on goods and services bids for all commodities except road and bridge design and construction was 5.34% and the most recent quarter rate was 2.95%.
- ✚ **2544** – No known M/WBE to provide the type of services needed.
- ✚ **2328** – No known M/WBE bulk fuel providers.
- ✚ **2748** – Only one known M/WBE vendor and generally they are not the lowest bidder. Vehicles are generally purchased using the RFB process that requires an award to the lowest bidder.
- ✚ **2325** – Lack of known M/WBE suppliers.

Listed on the tables below are **MoDOT's Top Five Areas of MBE and WBE** participation respectively.

MoDOT's TOP FIVE AREAS OF MBE PARTICIPATION					
Object Code/ Description		Contracts	Discretionary	Total	MBE%
2701	It Net & Com Equip Over Thres	\$184,534.68	\$0.00	\$184,534.68	100.00%
2706	Non Mf Comp Software	\$700,825.85	\$10,902.32	\$792,383.62	88.44%
2686	Under Threshold Non Mf Com Sfw	\$141,425.82	\$1,433.56	\$164,004.97	86.23%
2541	Info Technology Consult & Serv	\$1,897,700.08	\$152,127.00	\$2,327,620.50	81.52%
2540	Info Technology Outsourcing	\$271,440.34	\$0.00	\$336,057.53	80.77%

MoDOT's TOP FIVE AREAS OF WBE PARTICIPATION					
Object Code/ Description		Contracts	Discretionary	Total	WBE%
2772	Office Equip	\$1,748.00	\$0.00	\$1,748.00	100.00%
2421	Answering Charges	\$484.90	\$0.00	\$484.90	100.00%
2454	Mailing Serv	\$3,852.93	\$0.00	\$6,308.91	61.07%
2998	Other Misc. Serv	\$3,300.00	\$0.00	\$7,104.66	46.44%
2721	Electronic Equip	\$15,540.00	\$0.00	\$47,862.12	32.46%

MODOT will continue to make the following improvements in its efforts to increase MBE and WBE participation expenditures:

- ✚ On a quarterly basis, MoDOT reviews progress towards utilization of M/W/DBE firms in relation to both the OEO and the Missouri Regional Certification Committee (MRCC) certified vendors. The divisional tracker is shared with executive management, senior management and multiple statewide stakeholders during the quarterly meetings.
- ✚ MoDOT continues to post its bid opportunities to media outlets such as email notifications, newspapers and the internet.
- ✚ MoDOT's central office procurement staffs host a quarterly conference call with statewide procurement staff to discuss topics and trends as well as review the M/W/DBE Tracker measures. District procurement staff performs annual procurement training covering topics and trends with staff who have delegated procurement authority.
- ✚ MoDOT vendor database obtains nightly certification updates from the OEO M/WBE directory. Certification updates are almost real time for the department and are accessed on a daily basis through its vendor database.





WORKFORCE DIVERSITY





FY15 Statewide Workforce Diversity Analysis Summary

The State of Missouri serves as a model for all Missourians. It is important that its workforce reflects the demographics found in the state. The information provided in this section compares the population in the state of Missouri and the breakdown of its workforce by gender, race and ethnicity.

According to the Census 2014 Population Estimates, the population in the State of Missouri is represented by 6,063,589

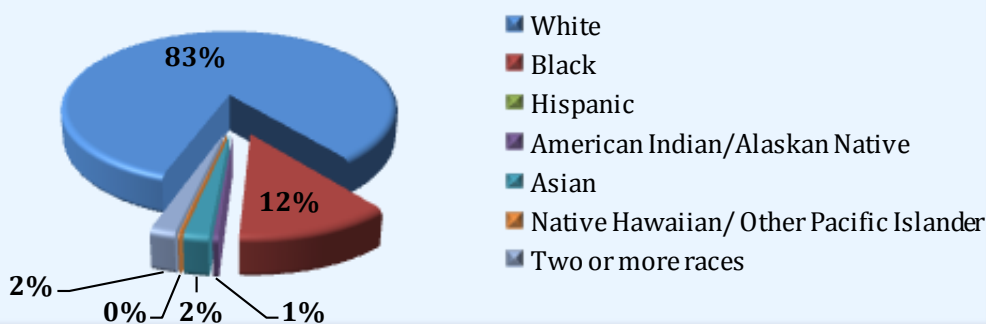
individuals. 80.12% of the population is white and 19.88% represent minority groups, including those of Hispanic origin regardless of race, and individuals that have been identified to belong to two or more races. The State of Missouri employs 50,757 individuals, roughly .84% of the current population in Missouri.

The Executive Departments follow the directive of Executive Order 10-24 that each department shall submit a revised Workforce Diversity Plan of Implementation to the state EEO officer.

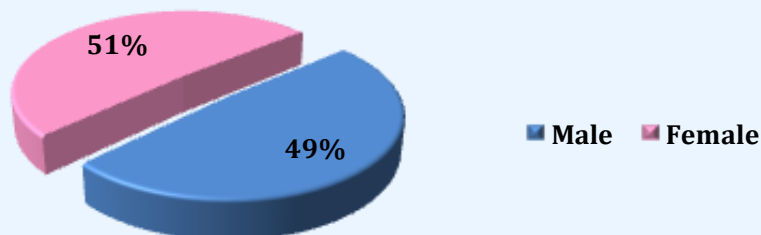
	Male	Female	Total by Race	Total by Ethnicity	% by Race	% by Ethnicity
White	2,387,884	2,470,156	4,858,040		80.12%	
Black	334,033	368,234	702,267		11.58%	
Hispanic	124,345	115,877		240,222		3.96%
American Indian/ Alaskan Native	12,907	12,668	25,575		0.42%	
Asian	53,771	60,041	113,812		1.88%	
Native Hawaiian/ Other Pacific Islander	3,524	3,526	7,050		0.12%	
Two or more races	57,758	58,865	116,623		1.92%	
Total Population			6,063,589		100%	
Total by Gender	2,974,22	3,089,367				
Percent by Gender	49%	51%				

*SOURCE: U.S. CENSUS BUREAU, 2014 POPULATION ESTIMATES

Minority Breakdown



Male / Female Comparison



The information on the workforce composition provided in these reports is the basis for the following table, which depicts the workforce at each executive department. This information was developed through the use of the Berkshire Affirmative Action Software implemented by OEO and all State Departments / Agencies during FY13.

		24,619 Female Employees						21,184 Male Employees					
	Total Employees	White	Black	Hispanic	Asian	Ame Indian	Unknown / 2 or more	White	Black	Hispanic	Asian	Ame Indian	Unknown / 2 or more
Office of Administration	1,757	591	29	4	9	3	1	1,016	76	5	15	5	3
Agriculture	324	129	3	-	1	-	-	181	8	1	1	-	-
Insurance	509	293	13	-	1	1	-	182	14	1	3	1	-
Conservation	1,375	305	12	1	4	1	1	1,013	23	5	3	7	-
Economic Development	785	372	82	6	7	4	1	256	43	4	7	3	-
Elementary & Sec Education	1,673	1,204	140	9	9	2	-	255	47	2	3	1	1
Higher Ed	56	46	1	-	-	-	-	8	1	-	-	-	-
Health and Senior Services	1,712	1,217	139	16	15	3	-	277	31	2	9	3	-
Transportation	5,023	830	67	9	12	13	6	3,711	241	46	15	57	16
Labor	794	487	54	5	4	2	-	219	16	2	2	3	-
Mental Health	6,506	3,089	1,401	45	65	10	6	1,190	625	23	45	4	3
Natural Resources	1,403	552	20	2	8	2	1	783	20	6	7	1	1
Public Safety	4,747	1,958	304	21	29	7	1	2,232	127	33	14	21	-
Revenue	1,259	818	45	6	22	6	-	329	23	4	5	1	-
Social Services	6,952	4,576	917	70	20	27	5	1,046	255	19	7	7	3
Corrections	10,928	3,948	391	49	16	17	1	6,094	301	68	31	9	3
Total	45,803	20,415	3,618	243	222	98	23	18,792	1,851	221	167	123	30
Executive Branch Percentages		44.57%	7.90%	.53%	.48%	.21%	.05%	41.03%	4.04%	0.48%	0.36%	0.27%	0.07%

	State of Missouri	2014 Estimate
White	85.60%	80.12%
Black	11.94%	11.58%
Hispanic	1.01%	3.96%
Asian	0.85%	1.88%
American Indian	0.48%	1.42%
Unknown/Two +	0.12%	1.92%

The comparison between the composition of the workforce at the Executive Departments of the State of Missouri and the percentages found in the 2014 census yields the following facts: the Executive Departments at the State of Missouri are comprised of 85.60% Caucasian employees. Minority employees and those of Hispanic ethnicity make up the remaining 14.40%. Female employees make up 53.75% of the workforce at the Executive Departments at the State of Missouri and male employees represent 46.25%.

Diversity is defined as the unique strengths, talents, opinions and perspectives that each individual brings to the workplace based on his/her background and experiences. When incorporated to achieve a common goal, these differences strengthen the organization by taking into account multiple views and perspectives. Diversity allows the organization to see the “big picture” and be innovative and creative, because others’ varying ideas are considered. The workforce at the State of Missouri works together to build Missouri’s future!

State of Missouri Workforce Summary

The executive branch departments/agencies of the State of Missouri comprise 50,757 employees. The composition of this workforce has been summarized on the previous pages. A more detailed breakdown by gender and ethnicity is reflected on the agency pages.

For consistency and conformity, each agency workforce page lists job groups and the corresponding job descriptions that are required on the State and Local Government EEO-4 report. The EEO-4 report requires that employees be separated into one of the following job groups:

GROUP HEADER	GROUP DESCRIPTION
Group A	Officials & Administrators
Group B	Professionals
Group C	Technicians
Group D	Protective Service Workers
Group E	Paraprofessionals
Group F	Office & Clerical
Group G	Skilled Craft Workers
Group H	Service Maintenance

The total number of employees that fall within each group is shown in the cell under “Total Employed” directly under the respective group header. The combined total of all job groups, or total number of employees that make up an agency’s workforce, can be found in the narrative at the bottom of each agency page.

If a particular group header, as identified above, is not present on any of the agency pages that follow, it means the agency had no employees that were classified under this job group.

Each job group category shows a more detailed breakdown of the gender and ethnicity of the employees within that group. The classifications that follow reflect the status of each agency’s workforce:

GROUP BREAKDOWN	# Employed	# Available	Persons Required
-----------------	------------	-------------	------------------

The amounts reflected on the “number (#) employed” row represent the actual number of employees identified in that job group. The amounts reflected on the “number (#) available” row represent the number of individuals identified by the 2010 Census available in the state population. The amounts reflected on the “persons required” row represent the number of employees available to be hired based on a comparison between the “number (#) employed” and the “number (#) available”. This amount provides a benchmark that can guide future recruitments efforts and is based on the four-fifths or 80% rule. **With the 80% rule, utilization exists if the percentage of females and/or minorities in a particular job group is less than 80% of the final availability percentage.**

The amount reflected in the “persons required” row may be “0” or it may be an amount greater than “0.” Where there are amounts greater than “0,” this indicates a need to review the composition of the current workforce to ensure the state’s workforce is demographically reflective of the state’s population of available workforce candidates. Where the amount is “0,” this is an indication that the respective agency’s current employee composition is consistent with the availability of talent in the state’s population. No additional recruitment efforts are necessary where the “persons required” field equals “0.”

Office of Administration

Mission

"To perform central administrative functions for state government and to provide essential support services in partnership with state agencies, our primary customers, helping them fulfill their missions. These services will be provided in the most efficient and effective way earning the trust and respect of all our customers and citizens of Missouri."

The Office of Administration (OA) was established in 1974 as a complete reorganization of Missouri's Executive Branch. The role of OA is to provide efficient administration of the executive branch of state government. Charged with directing the operations of the OA is the Commissioner, appointed by the Governor and confirmed by the Senate, and the Division Directors who are appointed. As of July 1, 2014, the OA is organized into seven divisions: Accounting; Budget and Planning; Facilities Management, Design and Construction; General Services; Information Technology Services; Personnel; and Purchasing. As of July 1, 2014, programs assigned to the Commissioner's Office include the Office of Equal Opportunity, Children's Trust Fund, Governor's Council on Disability, Human Resources, and the Administrative Hearing Commission.

The core functions provided by OA include:

- ✚ Administering the state budget and accounting activities for the state.
- ✚ Administering the human resources system and providing HR services.
- ✚ Coordinating information technology services and telecommunications for state agencies.
- ✚ Providing and maintaining office and other space for governmental operations and protecting the state's investments in property assets
- ✚ Procuring supplies, materials, equipment and services for state agencies.
- ✚ Managing the state transportation fleet, vehicle maintenance, state printing, risk management and central mail services.

As of June 30, 2015, the Office of Administration's workforce was composed of 1,757 employees including 150 minorities (8.54%) and 637 females (36.25%).

The following table and charts show the composition of the workforce at the OA by gender and race/ethnicity as of June 30, 2015.

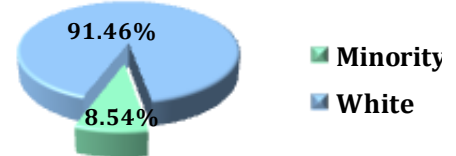
OA's FY15 Workforce Demographics

FY15 Workforce		
Total Employees	1,757	
Female	637	36.25%
Male	1,120	63.75%
Minority	150	8.54%

Workforce Gender Percentages



Workforce Minority Percentages



OA conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. Of the 66 organizational units at OA, 38 or 57.58% include minorities, and 60 or 90.91% include females. OA's analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit, and that there is no policy or practice excluding minorities or women from any units, nor is there any racial or sexual discrimination in the selection process. OA hired 119 new employees during the period from July 1, 2014 to June 30, 2015, including 10 minorities at 8% and 25 women at 21%.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 173								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	10	73	0	7	2	0	0	0	163	100
# Available	7.1	74.0	0.6	5.0	0.9	0.1	0.0	0.5	161.9	95.1
Persons Required	0	0	1	0	0	1	1	1	0	0
B - PROFESSIONALS		Total Employed: 909								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	83	408	22	47	6	7	0	0	826	501
# Available	46.8	363.5	15.4	18.5	4.9	0.5	0.0	7.5	818.9	502.3
Persons Required	0	0	0	0	0	0	0	7	0	0
C - TECHNICIANS		Total Employed: 157								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	11	41	2	6	1	1	0	0	146	116
# Available	12.6	78.2	0.6	8.8	0.8	0.9	0.0	1.5	131.2	65.7
Persons Required	0	22	0	2	0	0	1	2	0	0
E - PARAPROFESSIONALS		Total Employed: 22								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	20	0	0	0	0	0	0	22	2
# Available	1.6	8.9	0.3	0.7	0.4	0.1	0.0	0.1	20.4	13.0
Persons Required	2	0	1	1	1	1	0	1	0	9
F - OFFICE AND CLERICAL		Total Employed: 124								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	9	82	0	8	0	0	0	0	115	42
# Available	8.8	94.6	0.7	5.1	1.5	0.1	0.2	1.2	113.6	27.8
Persons Required	0	0	1	0	2	1	1	1	0	0
G - SKILLED CRAFT WORKERS		Total Employed: 153								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	4	4	0	4	0	0	0	0	149	149
# Available	9.5	8.8	0.6	2.7	2.8	1.5	0.0	1.9	112.2	112.9
Persons Required	4	4	1	0	3	2	1	2	0	0
H - SERVICE MAINTENANCE		Total Employed: 219								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	33	9	0	33	0	0	0	0	186	210
# Available	16.0	26.5	1.3	7.4	6.0	0.2	0.0	1.1	196.0	185.5
Persons Required	0	13	2	0	5	1	0	1	0	0

In an effort to address underutilization and achieve parity in all job groups OA has taken the following steps:

- ✚ Established a standardized hiring process that documents each step of the OA hiring process.
- ✚ Created MOCareers.mo.gov; a website that provides applicants with the opportunity to view all of the state of Missouri's job vacancies, reducing confusion as to where to find state jobs.
- ✚ Created a recruitment program to continuously interact with college and universities, key faculty members, career services staff, student associations, and students regarding pertinent job announcements, upcoming events or activities and job opportunities.

As part of this program OA has attended numerous college and community career fairs to network with potential applicants and increase visibility, while simultaneously gaining an expanded portfolio of applicants.

The Office of Administration strives to provide equal employment opportunity to all interested applicants, and works on improving hiring practices to create a process that is efficient and successful in hiring the most qualified applicant for each vacant position.



Department of Agriculture

Mission

To serve, promote, and protect the agricultural producers, processors, and consumers of Missouri's food, fuel, and fiber products.

The Missouri Department of Agriculture, located in Jefferson City, Mo., is dedicated to the promotion and protection of the state's agriculture industry. With nearly 100,000 farms located on more than 28 million acres of farmland, the state's Department of Agriculture works to connect farmers with consumers.

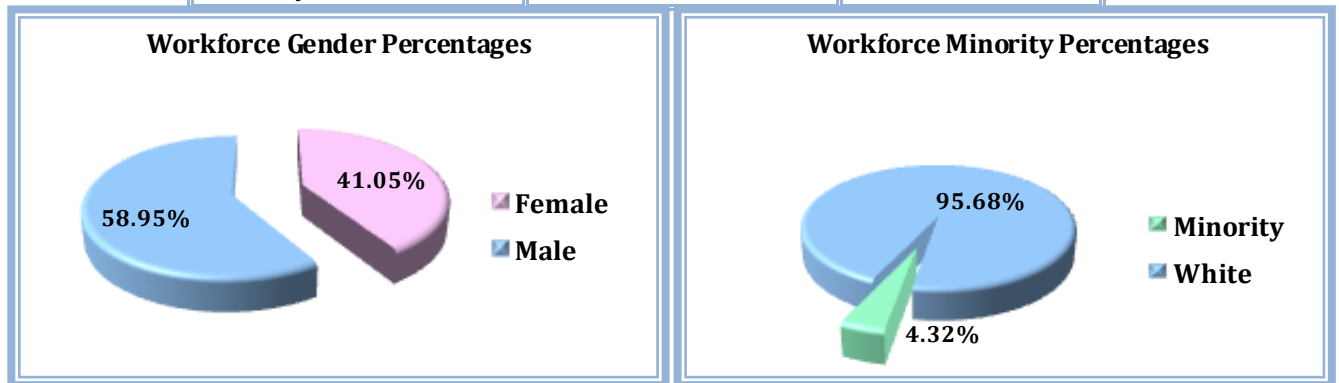
The Department of Agriculture houses five divisions including Agriculture Business Development, Animal Health, Grain Inspection & Warehousing, Plant Industries and Weights, Measures & Consumer Protection. These divisions work each day to promote and protect the backbone of the state's economy.

As of June 30, 2015, the Missouri Department of Agriculture's workforce was composed of 324 non-merit employees including 14 minorities (4.32%) and 133 females (41.05%).

The following table and charts show the composition of the workforce at the MDA by gender and race/ethnicity as of June 30, 2015:

MDA's FY15 Workforce Demographics

FY15 Workforce		
Total Employees	324	
Female	133	41.05%
Male	191	58.95%
Minority	14	4.32%



The Missouri Department of Agriculture has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment.

Of the five divisions at the Missouri Department of Agriculture, 10 employees, or 32.26%, include minorities, and 30 employees, or 96.77%, include females. This analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any division, nor is there any racial or sexual discrimination in the selection process. There were 48 new employees hired during the period from July 01, 2014 to June 30, 2015 including 2 minorities (4%) and 30 women (62%).

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS											
		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
	# Employed	2	23	0	2	0	0	0	0	65	44
	# Available	6.3	20.8	0.1	5.8	0.3	0.0	0.0	0.0	58.0	43.5
	Persons Required	4	0	1	3	1	1	1	1	0	0
B - PROFESSIONALS											
		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
	# Employed	5	61	2	3	0	0	0	0	120	64
	# Available	28.8	57.7	8.8	9.7	8.2	0.4	0.1	1.6	96.1	67.2
	Persons Required	19	0	6	5	7	1	1	2	0	0
C - TECHNICIANS											
		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
	# Employed	4	13	0	4	0	0	0	0	71	62
	# Available	19.6	36.1	4.0	7.3	6.7	0.5	0.1	1.1	55.0	38.5
	Persons Required	12	16	4	2	6	1	1	1	0	0
D - PROTECTIVE SERVICE WORKERS											
		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
	# Employed	0	0	0	0	0	0	0	0	1	1
	# Available	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
	Persons Required	0	0	0	0	0	0	0	0	0	0
E - PARAPROFESSIONALS											
		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
	# Employed	2	7	0	1	1	0	0	0	14	9
	# Available	1.4	12.6	0.4	0.4	0.4	0.0	0.0	0.1	14.6	3.5
	Persons Required	0	4	1	0	0	1	1	1	0	0
F - OFFICE AND CLERICAL											
		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
	# Employed	1	28	0	1	0	0	0	0	28	1
	# Available	4.5	22.2	0.5	1.8	1.8	0.1	0.0	0.2	20.6	2.9
	Persons Required	3	0	1	1	2	1	1	1	0	2
G - SKILLED CRAFT WORKERS											
		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
	# Employed	0	0	0	0	0	0	0	0	4	4
	# Available	0.9	0.3	0.1	0.2	0.6	0.0	0.0	0.0	3.1	3.7
	Persons Required	1	1	1	1	1	1	1	1	0	0
H - SERVICE MAINTENANCE											
		Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
	# Employed	0	1	0	0	0	0	0	0	7	6
	# Available	0.0	1.8	0.0	0.0	0.0	0.0	0.0	0.0	7.0	5.3
	Persons Required	0	1	0	0	0	0	0	0	0	0

In an effort to address underutilization and achieve parity in all job groups, MDA has taken the following steps:

- ✚ The current MDA leadership has taken steps to increase awareness by visiting elementary schools throughout the State to promote the importance of the agriculture industry in Missouri.
- ✚ MDA's team began a stronger consumer outreach approach taking a part of rural life to urban communities during events like FarmScape, the Missouri State Fair, and participating in youth development programs such as FFA, 4-H and the Agriculture Future of America (AFA) Leaders Conference, representing more than 600 college students.
- ✚ Continued involvement in programs such as LifeQuest at the University of Missouri and other youth initiatives at Northwest Missouri State University, Missouri State University and Southeast Missouri State University, and,
- ✚ Open employment positions are advertised at all universities with emphasis on Harris Stowe, Lincoln University and other diverse colleges and universities throughout the state.

Department of Conservation

Mission

"To protect and manage the fish, forestry, and wildlife resources of the state; to facilitate and provide opportunity for all citizens to use, enjoy, and learn about these resources."

The Missouri Department of Conservation (MDC) is guided by a four-person Commission which acts on the operations and activities it performs. These Missouri citizens are appointed by the Governor (with advice and consent of the state Senate) to six-year terms. No more than two Commissioners can be from the same political party and at least one term expires every two years. As of June 29, 2014, the Commission has one female and three male citizens. The Commissioner's home residents are from both urban and rural areas, which include Sikeston, St. Louis, Jefferson City and Columbia. The Commission usually meets once a month at various state locations to discuss conservation business.

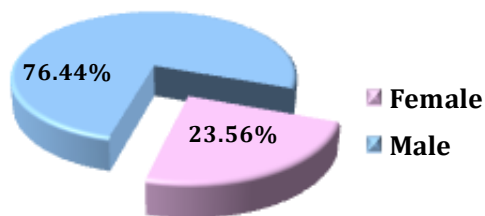
As of June 30, 2015, MDC's workforce was composed of 1,375 employees including 57 (4.15%) minorities and 324 (23.56%) women.

The following table and charts show the composition of the workforce at MDC by gender and race/ethnicity as of June 30, 2015.

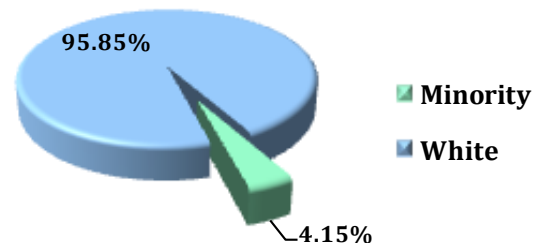
MDC's FY15 Workforce Demographics

FY15 Workforce		
Total Employees	1,375	
Female	324	23.56%
Male	1,051	76.44%
Minority	57	4.15%

Workforce Gender Percentages



Workforce Minority Percentages



MDC has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group.

Of the 11 divisions at MDC, 10 or 90.91% include minorities, and 11 or 100% include females. MDC's analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

As of June 30, 2015, of the 74 promotions at MDC 4 (5.41%) included minorities and 18 (24.32%) included females. There were 65 new hires which included 2 (3.08%) minorities and 20 (30.77%) females.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 191									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
# Employed	6.00	39.00	0.00	5.00	1.00	0.00	0.00	0.00	185.00	152.00	
# Available	13.94	45.10	1.05	10.57	2.03	0.02	0.00	0.28	162.01	130.84	
Persons Required	6.00	0.00	0.00	6.00	1.00	0.00	0.00	0.00	0.00	0.00	
B - PROFESSIONALS		Total Employed: 565									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
# Employed	22.00	164.00	5.00	9.00	3.00	4.00	0.00	0.00	543.00	401.00	
# Available	39.42	243.06	13.76	13.38	5.47	2.49	0.03	2.12	493.84	290.23	
Persons Required	10.00	53.00	5.00	2.00	1.00	1.00	0.00	0.00	0.00	0.00	
C - TECHNICIANS		Total Employed: 107									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
# Employed	3	7	1	2	0	0	0	0	104	100	
# Available	13.54	48.72	5.66	5.35	0.98	0.04	0.00	1.53	93.57	58.39	
Persons Required	7	31	3	2	0	0	0	1	0	0	
D - PROTECTIVE WORKERS		Total Employed: 164									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
# Employed	5	15	0	4	1	0	0	0	159	149	
# Available	54.63	16.58	0.03	16.25	0.00	0.00	0.00	38.34	106.09	144.14	
Persons Required	38	0	0	9	0	0	0	30	0	0	
E - PARAPROFESSIONALS		Total Employed: 12									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
# Employed	0	7	0	0	0	0	0	0	12	5	
# Available	1.34	7.87	0.05	0.96	0.22	0.03	0.00	0.07	10.66	4.13	
Persons Required	1	0	0	0	0	0	0	0	0	0	
F - OFFICE AND CLERICAL		Total Employed: 72									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
# Employed	6.00	68.00	0.00	6.00	0.00	0.00	0.00	0.00	66.00	4.00	
# Available	8.71	66.13	0.38	6.35	1.12	0.18	0.07	0.61	62.87	5.45	
Persons Required	2.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	2.00	
G - SKILLED CRAFT WORKERS		Total Employed: 93									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
# Employed	4.00	3.00	0.00	2.00	1.00	1.00	0.00	0.00	89.00	90.00	
# Available	9.72	2.37	0.07	5.78	2.67	0.55	0.05	0.58	83.32	90.67	
Persons Required	3.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	0.00	0.00	
H - SERVICE MAINTENANCE		Total Employed: 171									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal	
# Employed	11.00	21.00	1.00	7.00	0.00	3.00	0.00	0.00	160.00	150.00	
# Available	28.93	19.34	0.08	14.38	10.13	0.06	0.05	4.26	142.21	151.81	
Persons Required	11.00	0.00	0.00	4.00	8.00	0.00	0.00	3.00	0.00	0.00	

To continue the department's efforts to develop, implement, monitor, and evaluate Equal Employment Opportunity programs, the MDC will continue to contact universities and two- and four-year local colleges, vocational technical schools, high schools, local business schools, and state and community organizations which attract qualified minority and female students. These institutions will be advised of MDC's desire to fill job openings in these classifications with minority and female employees. When possible, the department will continue to participate in job fair and career day activities and we will consider relevant work experience programs.

During the period from July 01, 2014 to June 30, 2015, special recruitment activities were conducted at the following schools and universities: University of Missouri-Columbia, University of Missouri-Rolla, University of Arkansas – Pine Bluff, Lincoln University, Southeastern Missouri University, and Southern Illinois University.

Department of Corrections

Mission

"The Missouri Department of Corrections supervises and provides rehabilitative services to adult offenders in correctional institutions and Missouri communities to enhance public safety."

The Department of Corrections (DOC) was organized as a separate department of state government by an act of legislation in 1981. The Department is comprised of the Office of the Director and four divisions: Human Services, Adult Institutions, Offender Rehabilitative Services and Probation and Parole. The executive staff includes the Department director, deputy director and four division directors. The Department and its four divisions are staffed by approximately 11,000 employees who are responsible for providing various levels of supervision for approximately 100,000 convicted felons and misdemeanants. Our vision, mission and value statements reflect the Department's belief that all persons have value, dignity, worth and the ability to be productive citizens when given the opportunity. The objective of the Missouri Department of Corrections is to achieve and sustain a qualified, diverse workforce which promotes the principles of equal employment opportunity to include groups who are underrepresented in our workforce.

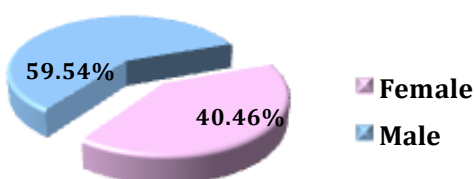
As of June 30, 2015, DOC's workforce was composed of 10,928 employees including 886 (8%) minorities and 4,422 (40%) women.

The following table and charts show the composition of the workforce at DOC by gender and race/ethnicity as of June 30, 2015.

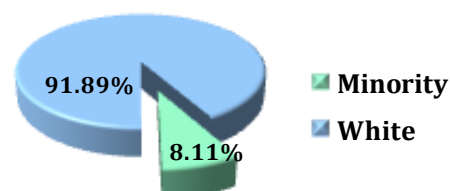
DOC's FY15 Workforce Demographics

FY15 Workforce		
Total Employees	10,928	
Female	4,422	40.46%
Male	6,506	59.54%
Minority	886	8.00%

Workforce Gender Percentages



Workforce Minority Percentages



At the DOC, the selection of employees shall be made in accordance with procedures established through the State Merit System and in compliance with state statutes to ensure selections are made on an equitable basis. Those applicants interested in a merit position must complete a State of Missouri Application for Employment and return it to the Office of Administration, Division of Personnel. Specific classifications require a paper application form; while other classifications require completion of the employment application through the Electronic Application System (EASE), a statewide-online application process. Once the merit examination process is completed and a passing grade is received, the applicant's name will be placed on a Register of Eligibles for the selected counties of availability for each tested position.

When a vacancy occurs, if the person ranks within the eligible selection pool on the register, he/she will be notified of the opening and instructed on how to proceed. In unclassified positions, sound personnel practices will be followed in filling vacancies. Equal consideration will be given to all applicants. All requests for employment information will be forwarded to the appropriate Chief Administrative Officer/designee, who will provide job announcements and applications to the requestor.

DOC hired 1,639 employees from July 1, 2014 to June 30, 2015, including 168 minorities (10.25%) and 632 females (38.56%).

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 278						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	21	131	0	20	1	0	257	147
# Available	13.9	98.0	1.6	8.3	2.3	0.4	228.9	144.8
Persons Required	0	0	2	0	1	1	0	0
B - PROFESSIONALS		Total Employed: 2611						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	264	1486	11	221	29	3	2347	1125
# Available	193.0	961.9	34.5	105.5	25.6	4.4	1729.5	960.8
Persons Required	0	0	17	0	0	1	0	0
C - TECHNICIANS		Total Employed: 90						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	6	30	1	4	1	0	84	60
# Available	6.0	38.8	0.4	4.3	0.6	0.3	64.9	32.1
Persons Required	0	2	0	0	0	1	0	0
D - PROTECTIVE SERVICE WORKERS		Total Employed: 5614						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	385	1385	26	271	66	19	5229	4229
# Available	395.2	2575.7	52.8	193.1	75.8	21.9	3914.1	1734.2
Persons Required	0	676	17	0	0	0	0	0
E - PARAPROFESSIONALS		Total Employed: 299						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	87	133	3	74	8	2	212	166
# Available	35.6	116.7	5.0	22.9	4.3	0.5	195.2	114.2
Persons Required	0	0	1	0	0	0	0	0
F - OFFICE AND CLERICAL		Total Employed: 1128						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	87	1013	5	73	9	0	1041	115
# Available	83.1	940.5	7.0	52.1	11.8	1.7	1041.5	184.0
Persons Required	0	0	1	0	1	2	0	33
G - SKILLED CRAFT WORKERS		Total Employed: 252						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	2	16	1	0	0	1	250	236
# Available	9.1	13.4	0.3	2.4	2.4	1.0	168.7	164.4
Persons Required	6	0	0	2	2	0	0	0
H - SERVICE MAINTENANCE		Total Employed: 656						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	34	228	0	29	3	1	622	428
# Available	46.0	203.3	5.1	24.7	10.4	1.8	506.8	349.5
Persons Required	3	0	5	0	6	1	0	0

To further address underutilization in certain job groups and to achieve parity, DOC will continue:

- Community contact with organizations such as the Urban League, NAACP, and local Career Centers and continue to ensure an ongoing recruitment of staff who reflects the diversity of the state's population.
- Continue be represented at minority job fairs and actively seek to establish contact with a variety of community programs designed to improve employment opportunities for underrepresented segments of the state's population.

DOC also participated in the following recruitment fairs: Juneteenth Heritage Festival, Lincoln University Job Fair, Missouri Black Expo Job Fair, Metropolitan Employment Training Center Job Fair, Overland Community Action Agency Job Fair, W.M. Lacy Clay Job Fair, Ferguson 1000 Community Fair, and St. Louis Community Diversity Expo.

Department of Economic Development

Mission

"Leverage our competitive advantages and deliver strong economic growth for Missouri"

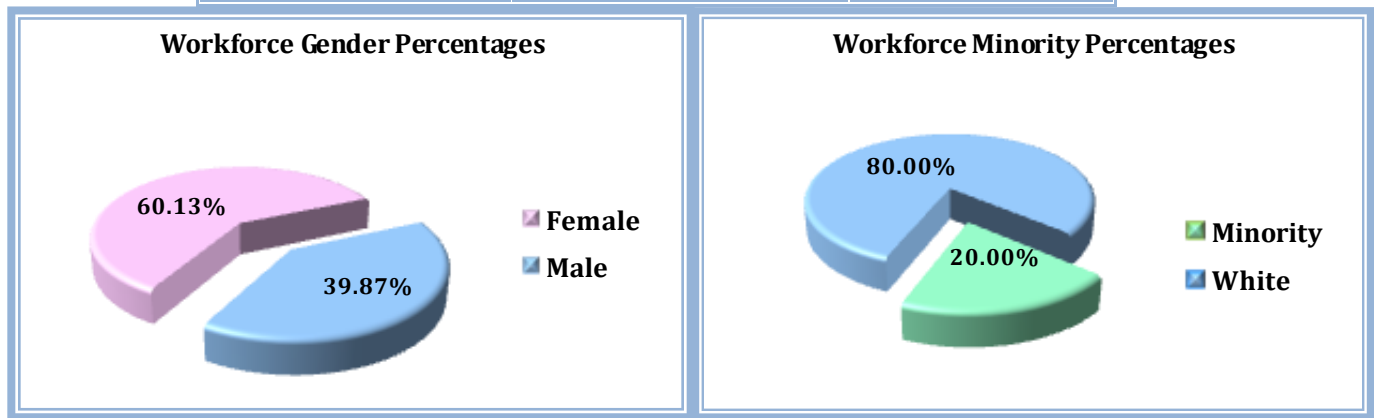
The Department of Economic Development (DED) was established to create solid high-paying jobs and to boost economic development across the state. DED administers a wide array of services and programs through a number of divisions, boards, commissions and councils including: Business and Community Services Division; Division of Workforce Development; Division of Tourism; Missouri Development Finance Board; Missouri Housing Development Commission; Technology Corporation; Missouri Arts Council; Missouri Women's Council; Missouri Community Service Commission; Office of Public Counsel and the Missouri Public Service Commission.

As of June 30, 2015, DED's workforce was composed of 785 employees including 157 (20%) minorities and 472 (60.13%) women.

The following table and charts show the composition of the workforce at DED by gender and race/ethnicity as of June 30, 2015.

DED's FY15 Workforce Demographics

FY15 Workforce		
Total Employees	785	
Female	472	60.13%
Male	1,337	39.87%
Minority	157	20.00%



DED has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group.



Placing an applicant in a specific job at DED is the responsibility of management. Hiring decisions are based on the applicant's knowledge, skills, abilities, and any other job related criteria. A review of DED's external hires for the prior plan year indicates that selection decisions were made in a non-discriminatory manner. There were 59 new employees hired during the period from July 01, 2014 to June 30, 2015 including 15 minorities at 25% and 37 women at 63%.

Of the organizational units at DED, 44 or 51.76% include minorities, and 81 or 95.29% include females. DED's analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 139								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	15	69	2	9	1	3	0	0	124	70
# Available	7.6	48.4	1.8	3.7	1.2	0.6	0.0	0.3	128.1	87.3
Persons Required	0	0	0	0	0	0	1	1	0	0
B - PROFESSIONALS		Total Employed: 554								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	124	325	12	101	7	3	0	0	430	229
# Available	71.2	298.8	8.3	43.9	7.7	0.7	0.3	9.9	472.7	245.1
Persons Required	0	0	0	0	0	0	1	8	0	0
C - TECHNICIANS		Total Employed: 26								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	11	21	0	8	2	1	0	0	15	5
# Available	10.4	22.4	0.0	0.5	0.1	1.0	0.0	8.9	15.5	3.6
Persons Required	0	0	1	0	0	0	0	8	0	0
E - PARAPROFESSIONALS		Total Employed: 24								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	2	16	0	1	0	1	0	0	22	8
# Available	3.4	19.1	0.4	2.3	0.1	0.0	0.0	0.6	20.7	5.0
Persons Required	1	0	1	1	1	0	1	1	0	0
F - OFFICE AND CLERICAL		Total Employed: 41								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	5	41	0	5	0	0	0	0	36	0
# Available	3.6	31.3	0.6	1.2	1.2	0.2	0.0	0.4	37.4	9.7
Persons Required	0	0	1	0	1	1	0	1	0	8
G - SKILLED CRAFT WORKERS		Total Employed: 1								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	0	0	0	0	0	0	0	1	1
# Available	0.3	0.1	0.0	0.1	0.2	0.0	0.0	0.0	0.7	0.9
Persons Required	1	1	1	1	1	1	1	1	0	0

To continue its efforts to develop, implement, monitor, and evaluate Equal Employment Opportunity programs, the DED will:

-  Continue to contact universities and two- and four-year local colleges, vocational technical schools, highschools, local business schools, and state and community organizations which attract qualified minority and female students. We will advise these institutions of our desire to fill job openings in these classifications with minority and female employees. When possible, we will continue to participate in job fair and career day activities and we will consider relevant work experience programs.
-  Local organizations will be contacted for referrals of potential minority and female employees.

Department of Elementary and Secondary Education

Mission

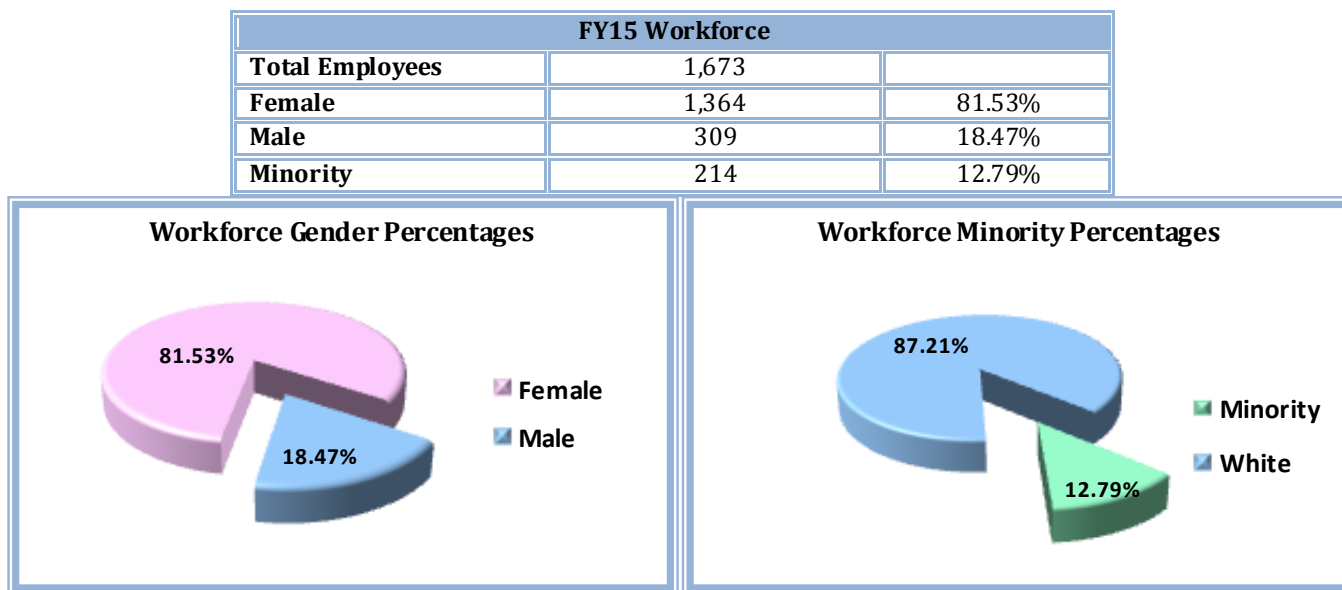
"To guarantee the superior preparation and performance of every child in school and in life."

The Commissioner of Education directs the Department of Elementary and Secondary Education (DESE) and fulfills other duties as prescribed by law (Section 161.122, RSMo). The law states that the Commissioner shall "seek in every way to elevate the standards and efficiency of the instruction given in the public schools of the state."

In addition to the Commissioner of Education, the Department organization reflects functions under two divisions, Financial and Administrative Services and Learning Services.

As of June 30, 2015, DESE's workforce was composed of 1,673 employees including 214 (12.79%) minorities and 1,364 (81.53%) women.

The following table and charts show the composition of the workforce at DESE by gender and race/ethnicity as of June 30, 2015.



DESE has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group.

Placing an applicant in a specific job at DESE is the responsibility of management. Hiring decisions are based on the applicant's knowledge, skills, abilities, and any other job related criteria. A review of external hires for the prior plan year indicates that selection decisions were made in a non-discriminatory manner. There were 168 new employees hired during the period from July 01, 2014 to June 30, 2015 including 34 minorities at 20.24% and 126 women at 75%.

Of the 116 organizational units at DESE, 59 or 50.86% include minorities, and 115 or 99.14% include females. The analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 249								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	15	167	1	11	2	1	0	0	234	82
# Available	21.7	153.8	0.3	20.3	0.6	0.2	0.0	0.2	220.2	
Persons Required	3	0	0	6	0	0	1	1	0	0
B - PROFESSIONALS		Total Employed: 717								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	76	580	7	61	5	2	0	0	641	137
# Available	51.4	416.9	13.6	29.3	5.0	1.6	0.1	2.1	566.6	201.2
Persons Required	0	0	4	0	0	0	1	2	0	24
C - TECHNICIANS		Total Employed: 2								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	2	0	0	0	0	0	0	2	0
# Available	0.1	1.3	0.0	0.1	0.0	0.0	0.0	0.0	1.7	0.5
Persons Required	1	0	1	1	1	1	0	1	0	1
D - PROTECTIVE SERVICE WORKERS		Total Employed: 1								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	0	0	0	0	0	0	0	1	1
# Available	0.1	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.7	0.5
Persons Required	1	1	1	1	1	1	0	1	0	0
E - PARAPROFESSIONALS		Total Employed: 388								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	70	339	2	65	3	0	0	0	318	49
# Available	31.6	208.2	5.0	20.2	3.8	0.9	0.0	1.6	290.7	114.0
Persons Required	0	0	3	0	1	1	1	2	0	43
F - OFFICE AND CLERICAL		Total Employed: 238								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	32	233	2	29	1	0	0	0	206	5
# Available	15.3	176.1	1.0	8.9	2.2	0.2	0.3	2.6	202.0	41.2
Persons Required	0	0	0	0	1	1	1	3	0	28
H - SERVICE MAINTENANCE		Total Employed: 78								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	21	43	0	21	0	0	0	0	57	35
# Available	10.3	31.6	1.7	5.1	1.9	0.1	0.0	1.5	49.2	27.8
Persons Required	0	0	2	0	2	1	1	2	0	0

To advance its efforts to develop, implement, monitor, and evaluate Equal Employment Opportunity programs, DESE will:

- ✚ Continue its successful outreach efforts and to ensure all applicants and employees are treated fairly, based on job related criteria and without regard to sex, gender identity, sexual orientation, race, color, religious creed, national origin, physical or mental disability, protected veteran status, or any other characteristic protected by applicable law.



Department of Health and Senior Services

Mission

"To be the leader in promoting, protecting and partnering for health."

Executive Order 01-02, signed on Jan. 5, 2001, by Governor Roger Wilson, transferred the Division of Aging to the Department of Health effective Aug. 28, 2001, and renamed the agency, the Department of Health and Senior Services (DHSS).

The Department of Health and Senior Services serves the citizens of Missouri by working to improve the health and quality of life for Missourians of all ages. Many factors influence health status: individual genetics and behaviors, social environment, physical environment, policies and interventions, access to quality care and services.

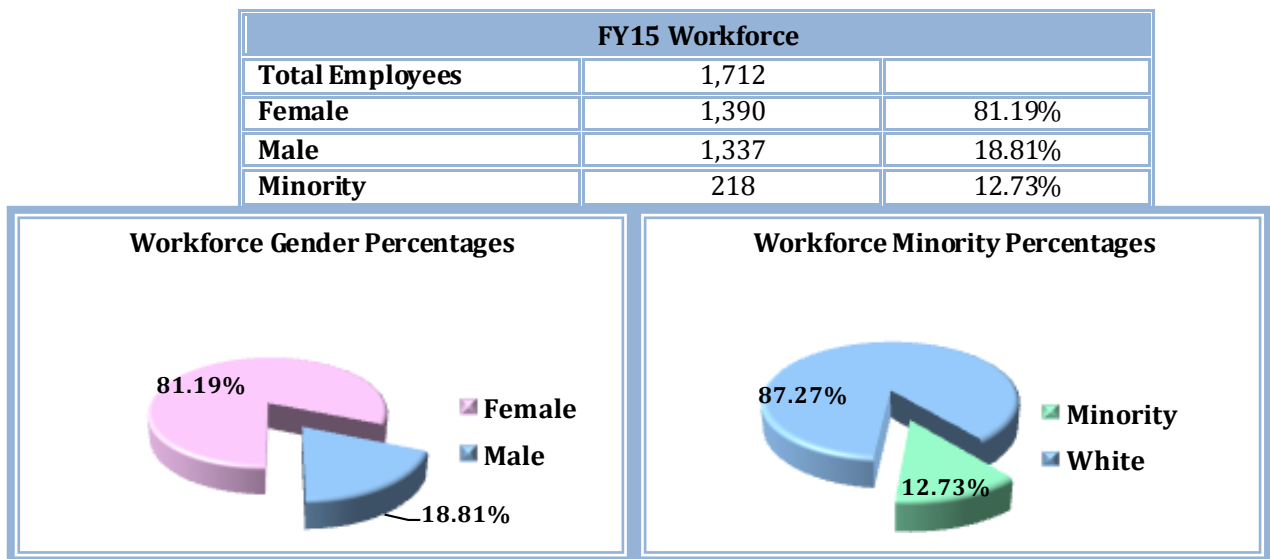
By providing information and education; effective regulation and oversight; quality services and surveillance of diseases and conditions, the department seeks to address these factors and fulfill its vision of healthy Missourians for life.

Combining senior and public health issues into one system has allowed the departments to more effectively focus on prevention and quality of life for all Missourians. The department is organized into the **Division of Administration** and three programmatic divisions: **Division of Community & Public Health**, **Division of Regulation & Licensure**, and the **Division of Senior & Disability Services**.

As of June 30, 2015, DHSS's workforce was composed of 1,712 employees including 218 (12.73%) minorities and 1,390 (81.19%) women.

The following table and charts show the composition of the workforce at DHSS by gender and race/ethnicity as of June 30, 2015.

DHSS's FY15 Demographics



DHSS has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group. A review of external hires for the prior plan year indicates that selection decisions were made in a non-discriminatory manner. There were 309 new employees hired during the period from July 01, 2014 to June 30, 2015 including 44 minorities at 14% and 238 women at 77%. Of the bureaus and offices in DHSS, 50 or 50.51% include minorities, and 97 or 97.98% include females. This analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 241								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	27	171	8	17	2	0	0	0	214	70
# Available	22.6	158.2	6.7	12.7	2.0	0.4	0.0	0.9	218.3	82.7
Persons Required	0	0	0	0	0	1	1	1	0	0
B - PROFESSIONALS		Total Employed: 1162								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	156	943	13	124	13	6	0	0	1006	219
# Available	182.1	766.7	21.8	139.7	14.1	2.6	0.2	3.7	981.0	396.2
Persons Required	0	0	5	0	0	0	1	3	0	98
C - TECHNICIANS		Total Employed: 24								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	4	18	0	4	0	0	0	0	20	6
# Available	2.3	10.3	0.0	2.1	0.2	0.0	0.0	0.0	21.7	13.7
Persons Required	0	0	1	0	1	0	0	1	0	5
E - PARAPROFESSIONALS		Total Employed: 8								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	1	6	0	1	0	0	0	0	7	2
# Available	0.7	3.8	0.1	0.5	0.1	0.0	0.0	0.1	7.3	4.2
Persons Required	0	0	1	0	1	1	0	1	0	2
F - OFFICE AND CLERICAL		Total Employed: 275								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	30	252	3	24	3	0	0	0	245	23
# Available	25.8	203.2	1.5	18.5	3.4	0.6	0.1	1.7	249.5	72.0
Persons Required	0	0	0	0	0	1	1	2	0	35
H - SERVICE MAINTENANCE		Total Employed: 2								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	0	0	0	0	0	0	0	2	2
# Available	0.1	0.1	0.0	0.1	0.0	0.0	0.0	0.0	1.4	1.4
Persons Required	1	1	1	1	1	1	0	1	0	0

To continue its efforts to develop, implement, monitor, and evaluate Equal Employment Opportunity programs, the DHSS will:

- ✚ Contact universities and two- and four-year local colleges, vocational technical schools, high schools, local business schools, and state and community organizations which attract qualified minority and female students. We will advise these institutions of our desire to fill job openings in these classifications with minority and female employees. When possible, we will continue to participate in job fair and career day activities and we will consider relevant work experience programs.



Department of Higher Education

Mission

"The Coordinating Board for Higher Education, the Missouri Department of Higher Education, and the state's institutions of higher education will work collaboratively to support a diverse system of affordable, accessible, high-quality educational institutions that demonstrate student learning and development, encourage and support innovation, foster civic engagement, enhance the cultural life of Missourians, and contribute to economic growth."

At the direction of the Coordinating Board for Higher Education (CBHE), the Missouri Department of Higher Education (MDHE) strives to coordinate higher education policy that fosters a quality postsecondary system, and to increase participation in Missouri's public institutions. The state system of higher education serves more than 450,000 students through 13 public four-year universities, 14 public two-year colleges, one public two-year technical college, 26 independent colleges and universities and more than 150 proprietary and private career schools. During academic year 2013-2014, the MDHE provided \$107 million in state-based student financial assistance to more than 70,000 students.

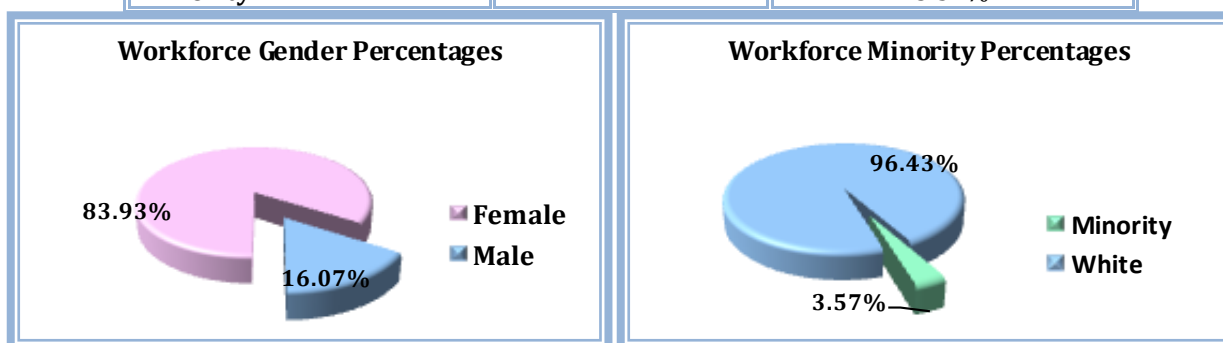
In addition to its primary responsibilities, the MDHE has served as a guaranty agency within the Federal Family Education Loan Program since 1979 and is one of 32 guarantors operating nationwide. The federal Healthcare and Education Affordability Act of 2010 eliminated the ability of FFELP guarantors to originate new loans as of July 1, 2010. The MDHE does still service and maintain its existing portfolio of loans guaranteed prior to July 1, 2010. As part of its responsibility as a FFELP student loan guarantor, the MDHE provides numerous programs to help Missouri student's access and succeed in postsecondary education.

As of June 30, 2015, MDHE's workforce was composed of 56 employees including 2 (3.57%) minorities and 47 (83.93%) women.

The following table and charts show the composition of the workforce at MDHE by gender and race/ethnicity as of June 30, 2015.

MDHE's FY15 Demographics

FY15 Workforce		
Total Employees	56	
Female	47	83.93%
Male	9	16.07%
Minority	2	3.57%



MDHE has conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. Of the units in the MDHE, 2 or 14.29% include minorities, and 12 or 85.71% include females. This analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 9								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	4	0	0	0	0	0	0	9	5
# Available	0.3	4.3	0.0	0.2	0.0	0.0	0.0	0.0	8.1	4.1
Persons Required	1	0	1	1	1	1	1	1	0	0
B - PROFESSIONALS		Total Employed: 31								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	2	27	0	2	0	0	0	0	29	4
# Available	1.7	17.1	0.5	0.8	0.2	0.1	0.0	0.2	24.9	9.6
Persons Required	0	0	1	0	1	1	1	1	0	4
E - PARAPROFESSIONALS		Total Employed: 11								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	11	0	0	0	0	0	0	11	0
# Available	0.5	7.9	0.1	0.2	0.1	0.0	0.0	0.1	9.0	1.6
Persons Required	1	0	1	1	1	1	1	1	0	2
F - OFFICE AND CLERICAL		Total Employed: 5								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	5	0	0	0	0	0	0	5	0
# Available	0.3	0.2	0.0	0.1	0.1	0.0	0.0	0.1	3.4	3.5
Persons Required	1	0	1	1	1	1	0	1	0	3

In an effort to address underutilization and achieve parity in all job groups, MDHE has analyzed additional personnel activities to determine whether and where impediments to equal employment opportunity exist and whether there are significant selection disparities by race/ethnicity or gender. These activities include applicant flow, hires, promotions, terminations, and other personnel actions.

During the plan year, July 01, 2014 to June 30, 2015, the Department of Higher Education posted open positions on the MDHE website and MDHE intranet. Applications and records have been kept to ensure goals of equal employment opportunity are being applied.

The MDHE is mindful of the fact that continued achievements in the area of equal employment opportunity and affirmative action are important. As a result, we have included additional action oriented plans and programs for recruiting, communication, and reporting, to ensure that our compliance with affirmative action continues in good stead.



Department of Insurance, Financial Institutions and Professional Registration

Mission

"To efficiently and effectively encourage a fair and open market for consumer service industries."

The Missouri Department of Insurance was created by the Missouri Legislature on March 4, 1869 to regulate the insurance industry. The Department was a division within the Missouri Department of Economic Development before June 30, 1991. The Department then became a Cabinet-level agency based on a constitutional amendment passed by voters on August 7, 1990. Executive Order 6-04 which became effective August 28, 2006 restructured the Department to include the divisions of: Finance, Credit Unions, and Professional Registration.

The new Department of Insurance, Financial Institutions and Professional Registration (DIFP) consist of seven Divisions: **Resource Administration, Consumer Affairs, Insurance Solvency and Company Regulation, Insurance Market Regulation, Finance, Credit Unions and Professional Registration.** The Department's organizational structure also includes the **Director's Office.** The Department protects consumers through the oversight and regulation of the insurance, financial and professional services industries.

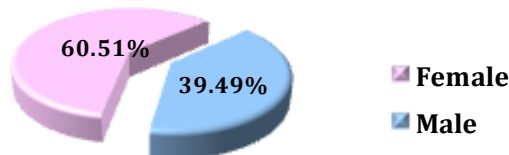
As of June 30, 2015, DIFP's workforce was composed of 509 employees including 34 (6.68%) minorities and 308 (60.51%) females.

The following table and charts show the composition of the workforce at DIFP by gender and race/ethnicity as of June 30, 2015.

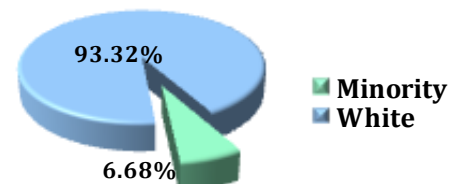
DIFP's FY15 Workforce Demographics

FY15 Workforce		
Total Employees	509	
Female	308	60.51%
Male	201	39.49%
Minority	34	6.68%

Workforce Gender Percentages



Workforce Minority Percentages



DIFP has conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. Of DIFP's departments, 21 or 53.85% include minorities, and 38 or 97.44% include females. This analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit.

This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process. The department's analysis of incumbency vs. estimated availability indicates that in some cases, incumbency is less than estimated availability; however, our more detailed analysis concludes that there is no significant problem concerning minority utilization. Similarly, a more detailed analysis concludes that there is no significant problem concerning female utilization at DIFP.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 93								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	5	58	1	3	0	1	0	0	88	35
# Available	7.4	35.9	1.0	4.2	1.2	0.3	0.0	0.7	85.7	57.2
Persons Required	1	0	0	1	1	0	1	1	0	11
B - PROFESSIONALS		Total Employed: 288								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	20	135	3	15	1	1	0	0	268	153
# Available	22.4	140.1	4.0	13.3	2.6	1.0	0.1	1.3	262.7	145.0
Persons Required	0	0	1	0	2	0	1	2	0	0
C - TECHNICIANS		Total Employed: 91								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	6	82	0	6	0	0	0	0	85	9
# Available	8.0	41.9	0.1	5.5	0.1	1.4	0.0	0.8	69.0	35.1
Persons Required	1	0	1	0	1	2	0	1	0	20
E - PARAPROFESSIONALS		Total Employed: 9								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	8	0	0	0	0	0	0	9	1
# Available	0.7	7.1	0.0	0.3	0.0	0.3	0.0	0.0	8.3	1.9
Persons Required	1	0	1	1	1	1	0	1	0	1
F - OFFICE AND CLERICAL		Total Employed: 28								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	3	25	0	3	0	0	0	0	25	3
# Available	2.0	23.3	0.0	1.7	0.1	0.0	0.1	0.2	25.4	4.1
Persons Required	0	0	1	0	1	1	1	1	0	1

In an effort to address underutilization and achieve parity in all job groups, DIFP has analyzed additional personnel activities to determine whether and where impediments to equal employment opportunity exist and whether there are significant selection disparities by race/ethnicity or gender. These activities include applicant flow, hires, promotions, terminations, and other personnel actions.

During the plan year, July 01, 2014 to June 30, 2015, the Department of Insurance, Financial Institutions and Professional Registration posted open positions on the DIFP website and DIFP intranet. Human Resources accepted application for open positions, and all persons interested in obtaining employment with the Department of Insurance, Financial Institutions and Professional Registration were advised to apply according to our current hiring process. Applications and records have been kept to ensure goals of equal employment opportunity are being applied.



Department of Labor and Industrial Relations

Mission

"To promote industry and labor and protect the rights and safety of Missouri's workforce."

The Missouri Department of Labor and Industrial Relations (DOLIR) was created by Article IV, Section 49 of the Missouri Constitution. The Department is responsible for the administration and enforcement of state laws related to employment.

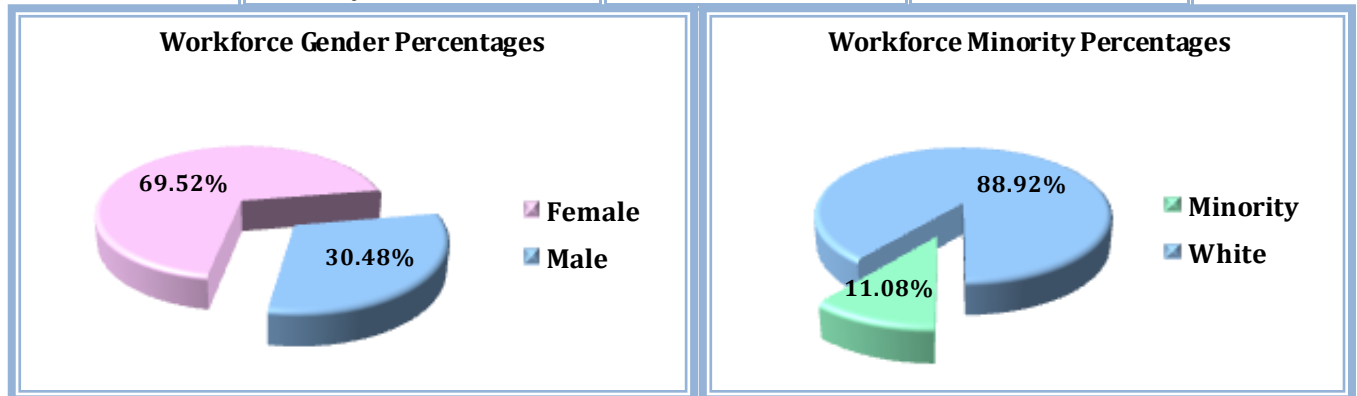
DOLIR is comprised of the **Labor and Industrial Relations Commission (LIRC)** and five Divisions: **Employment Security (DES)**, **Labor Standards (DLS)**, **Workers' Compensation (DWC)**, **Missouri Commission on Human Rights (MCHR)**, and **State Board of Mediation (SBM)**.

As of June 30, 2015, DOLIR's workforce was composed of 794 employees including 88 (11.08%) minorities and 552 (69.52%) females.

The following table and charts show the composition of the workforce at DOLIR by gender and race/ethnicity as of June 30, 2015.

DOLIR's FY15 Workforce Demographics

FY15 Workforce		
Total Employees	794	
Female	552	69.52%
Male	242	30.48%
Minority	88	11.08%



DOLIR has conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals. DOLIR's analysis of incumbency vs. estimated availability indicates that in some cases, incumbency is less than estimated availability; however, a more detailed analysis concludes that there is no significant problem concerning minority utilization. Similarly, a more detailed analysis concludes that there is no significant problem concerning female utilization.

Of the program units at DOLIR, 38 or 46.91% include minorities, and 73 or 90.12% include females. DOLIR's analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 96								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	8	48	2	6	0	0	0	0	88	48
# Available	5.0	36.6	0.6	2.9	0.9	0.2	0.0	0.3	88.5	56.9
Persons Required	0	0	0	0	1	1	1	1	0	0
B - PROFESSIONALS		Total Employed: 504								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	66	333	3	53	6	4	0	0	438	171
# Available	42.7	233.4	6.6	24.3	5.8	0.5	0.3	4.9	415.8	225.1
Persons Required	0	0	3	0	0	0	1	4	0	10
C - TECHNICIANS		Total Employed: 3								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	1	0	0	0	0	0	0	3	2
# Available	0.3	1.5	0.0	0.2	0.0	0.0	0.0	0.0	2.5	1.3
Persons Required	1	1	1	1	1	1	1	1	0	0
E - PARAPROFESSIONALS		Total Employed: 32								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	3	26	0	2	0	1	0	0	29	6
# Available	2.6	14.1	0.5	1.4	0.4	0.1	0.0	0.3	26.4	15.0
Persons Required	0	0	1	0	1	0	1	1	0	7
F - OFFICE AND CLERICAL		Total Employed: 159								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	11	144	1	9	1	0	0	0	148	15
# Available	14.1	119.0	0.8	8.7	2.2	0.3	0.2	1.9	139.7	34.8
Persons Required	1	0	0	0	1	1	1	2	0	13

In an effort to address underutilization and achieve parity in all job groups, the DOLIR is doing the following:

- ✚ Initiate plans to identify recruitment events for the Department to attend and present career opportunities to qualified minorities and women jobseekers.
- ✚ Human Resources and Human Relations will continue to cooperate jointly to research and identify future recruitment events in which to participate to increase the pool of qualified applicants for the Department employment opportunities.
- ✚ Human Resources and Human Relations will also look for training opportunities for career advancement.
- ✚ In addition, strategies will be developed to continue to enhance DOLIR's diverse workforce.

Department of Mental Health

Mission

"Prevention, treatment, and promotion of public understanding for Missourians with mental illnesses, developmental disabilities, and addictions."

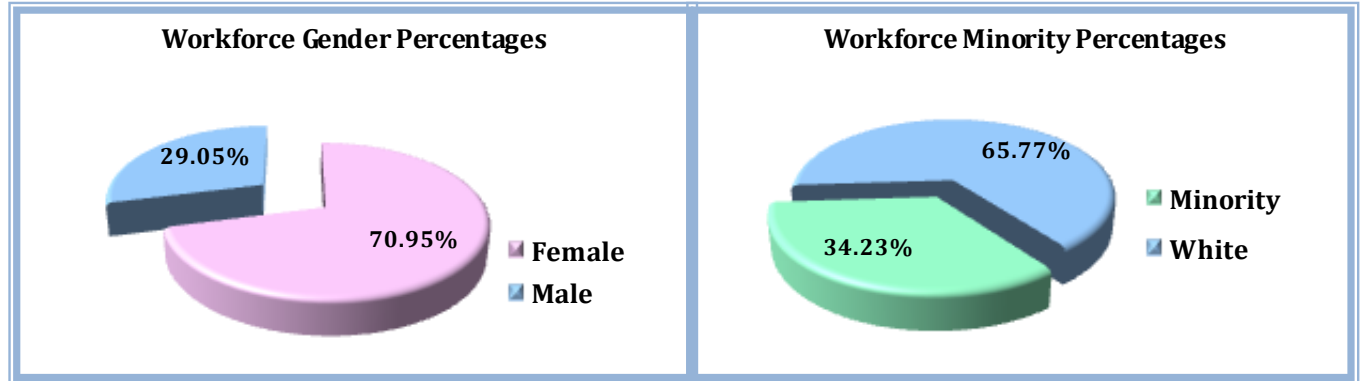
The Missouri Department of Mental Health (DMH) was established on July 1, 1974. DMH serves approximately 170,000 Missourians annually through state-operated facilities and contracts with private organizations and individuals. The seven state-operated psychiatric facilities include inpatient psychiatric care for adults and children, as well as sex offender rehabilitation and treatment services. In addition, five habilitation centers and 6 regional offices serve individuals with developmental disabilities. Other services are provided from a variety of privately operated programs statewide through approximately 2,000 contracts managed annually by DMH.

As of June 30, 2015, DMH's workforce was composed of 6,506 employees including 2,227 (34.23%) minorities and 4,616 (70.95%) females.

The following table and charts show the composition of the workforce at DMH by gender and race/ethnicity as of June 30, 2015.

DMH's FY15 Workforce Demographics

FY15 Workforce		
Total Employees	6,506	
Female	4,616	70.95%
Male	1,890	29.05%
Minority	2,227	34.23%



DMH has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group.

Of the 25 organizational units at DMH, 20 or 80% include minorities, and 25 or 100% include female. DMH's analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process. The DMH hired 2,083 new employees hired during the period from July 1, 2014 to June 30, 2015 including 802 minorities at 38.50% and 1,358 women at 65.10%.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 358								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	40	266	4	34	2	0	0	0	318	92
# Available	68.6	192.4	14.8	35.3	14.6	1.2	0.2	2.4	286.3	162.6
Persons Required	15	0	8	0	10	1	1	2	0	39
B - PROFESSIONALS		Total Employed: 1575								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	330	1218	48	262	13	3	0	0	1245	357
# Available	362.1	840.6	100.2	147.4	89.5	5.2	1.1	17.8	1218.9	740.6
Persons Required	0	0	33	0	59	2	1	15	0	236
C - TECHNICIANS		Total Employed: 242								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	68	204	2	62	3	1	0	0	174	38
# Available	66.2	120.9	13.5	24.1	23.0	1.6	0.3	3.8	175.8	121.1
Persons Required	0	0	9	0	16	1	1	4	0	59
D - PROTECTIVE SERVICE WORKERS		Total Employed: 96								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	45	17	0	45	0	0	0	0	51	79
# Available	34.7	50.5	4.7	13.6	13.8	0.8	0.2	1.7	61.3	45.5
Persons Required	0	24	4	0	12	1	1	2	0	0
E - PARAPROFESSIONALS		Total Employed: 3238								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	1427	2140	49	1325	44	6	0	0	1811	1098
# Available	792.0	1502.8	241.2	254.2	230.9	13.0	3.6	48.6	2473.8	1763.1
Persons Required	0	0	144	0	141	5	3	39	169	313
F - OFFICE AND CLERICAL		Total Employed: 537								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	132	487	3	125	1	2	0	0	405	50
# Available	139.9	434.1	20.3	53.3	55.1	3.0	0.8	7.4	397.1	102.9
Persons Required	0	0	14	0	44	1	1	6	0	33
G - SKILLED CRAFT WORKERS		Total Employed: 21								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	7	4	0	7	0	0	0	0	14	17
# Available	6.3	1.8	0.5	1.6	3.8	0.2	0.0	0.3	14.7	19.2
Persons Required	0	0	1	0	4	1	1	1	0	0
H - SERVICE MAINTENANCE		Total Employed: 439								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	178	280	4	166	5	2	0	0	261	159
# Available	157.2	217.6	20.3	61.6	63.3	3.3	0.8	7.8	281.8	221.4
Persons Required	0	0	13	0	46	1	1	7	0	19

In its efforts to develop, implement, monitor, and evaluate Equal Employment Opportunity programs, the DMH will:

- Continue to monitor records of applicant flow, referrals, placements, rejected offers, training, transfers, promotions, terminations, and any layoffs or recalls to ensure that the DMH's non-discriminatory policy is carried out. Procedures are reviewed and revised as problems are identified.
- Top management is and will continue to be informed of any problems that arise in their respective areas so that immediate and appropriate steps can be taken to resolve any issues.

Department of Natural Resources

Mission Statement

"To protect our air, land and water; preserve our unique natural and historic places; and provide recreational and learning opportunities for everyone."

Missouri's air, land and water resources play an important role in our quality of life and health and are essential to the environmental and economic vitality of our state. The Missouri Department of Natural Resources (DNR) was created on July 1 under the Omnibus State Reorganization Act of 1974. The Department helps develop mineral, oil and gas resources in an environmentally safe manner. DNR protects the quality of water Missourians drink and the air they breathe, as well as Missouri's land resources.

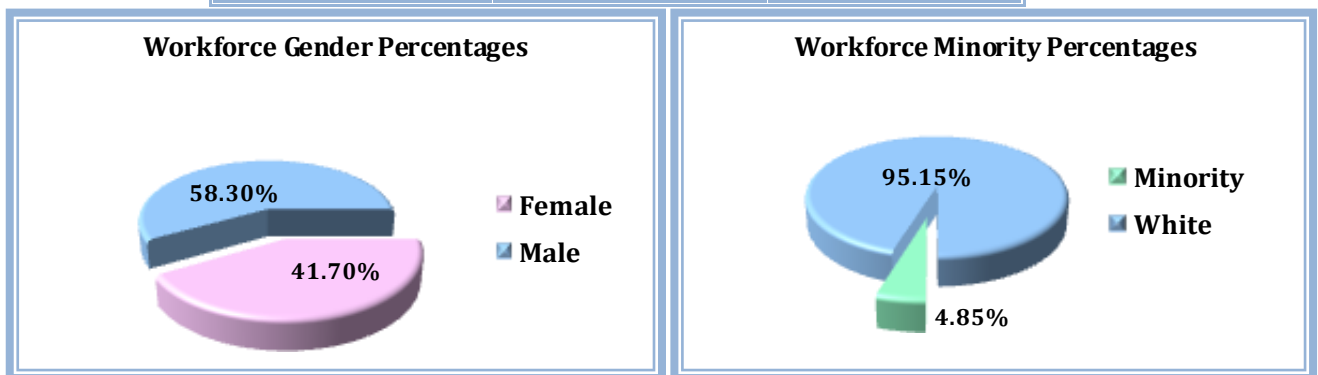
The Department provides outreach and education, technical and financial assistance to the state's citizens, communities and businesses to protect public health and improve quality of life. Finally, the Department preserves the state's natural landscapes and cultural features through an outstanding network of state parks and historic sites, along with the efforts of the state historic preservation office.

The Missouri Department of Natural Resources envisions a Missouri where people live and work in harmony with our natural and cultural resources, make decisions that result in a quality environment, and prosper today and in the future.

As of June 30, 2015, DNR's workforce was composed of 1,403 employees including 68 (4.85%) minorities and 585 (41.7%) females.

DNR's FY15 Workforce Demographics

FY15 Workforce		
Total Employees	1403	
Female	585	41.70%
Male	818	58.30%
Minority	68	4.85%



DNR has conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals.

Of the 124 organizational units at DNR, 34 or 27.42% include minorities, and 101 or 81.45% include females. The analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

A review of external hires for the July 1, 2014 to June 30, 2015 indicates the presence of equal employment opportunity and a strong commitment to workforce diversity. During the plan year, 129 new employees were hired, including 9 minorities at 7% and 64 women at 50%.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 206								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	5	83	2	3	0	0	0	0	201	123
# Available	13.0	78.4	2.1	8.2	1.8	0.2	0.0	0.8	183.7	118.3
Persons Required	6	0	0	4	2	1	0	1	0	0
B - PROFESSIONALS		Total Employed: 752								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	46	303	9	26	7	2	0	0	706	449
# Available	95.9	324.9	14.1	65.2	11.3	0.8	0.1	4.1	638.1	409.2
Persons Required	31	0	3	27	3	0	1	4	0	0
C - TECHNICIANS		Total Employed: 49								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	2	17	0	2	0	0	0	0	47	32
# Available	3.3	15.3	0.3	2.4	0.3	0.0	0.0	0.2	36.5	24.5
Persons Required	1	0	1	0	1	1	1	1	0	0
D - PROTECTIVE SERVICE WORKERS		Total Employed: 32								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	1	0	0	0	1	0	0	0	31	32
# Available	5.3	12.8	0.5	3.3	0.9	0.1	0.0	0.4	26.7	19.2
Persons Required	4	11	1	3	0	1	1	1	0	0
E - PARAPROFESSIONALS		Total Employed: 17								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	2	13	1	1	0	0	0	0	15	4
# Available	1.5	10.8	0.5	0.8	0.1	0.0	0.0	0.1	15.5	6.2
Persons Required	0	0	0	0	1	1	0	1	0	1
F - OFFICE AND CLERICAL		Total Employed: 169								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	9	158	3	6	0	0	0	0	160	11
# Available	15.0	139.5	1.0	10.2	2.1	0.4	0.1	1.1	154.0	29.5
Persons Required	3	0	0	3	2	1	1	1	0	13
G - SKILLED CRAFT WORKERS		Total Employed: 37								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	1	0	0	0	0	1	0	0	36	37
# Available	4.3	2.5	0.1	1.4	1.0	1.4	0.0	0.3	32.7	34.5
Persons Required	3	2	1	2	1	1	1	1	0	0
H - SERVICE MAINTENANCE		Total Employed: 141								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	2	11	0	2	0	0	0	0	139	130
# Available	28.3	68.6	2.6	19.2	3.7	0.5	0.1	2.3	112.7	72.4
Persons Required	21	44	3	14	3	1	1	2	0	0

In an effort to address underutilization and achieve parity in all job groups, DNR has developed and executed action oriented programs designed to correct any problem areas that may exist. These programs demonstrate DNR's good faith efforts to remove identified barriers, expand employment opportunities, and produce measurable results.

DNR has established a committee (Diversity Awareness and Recruitment Team) whose mission is to "produce a workforce as diverse as the communities we serve". This committee has developed projects 4 priority projects: DNR Ambassadors, Partnerships with Colleges/Universities, Colleges/Universities Student groups, and High School Education.

The Department has analyzed and will continue to analyze all positions and prepare written descriptions to accurately reflect position functions. Job descriptions have been and will continue to be reviewed to determine the knowledge, skills, abilities, and other requirements necessary for the adequate performance of every job. The Department has carefully evaluated the total selection process and found it to be free from discrimination. During the period from July 01, 2014 to June 30, 2015, special recruitment activities that were conducted at various colleges/universities in Missouri.

Department of Revenue

Mission

“To facilitate the proper functioning of state and local government by accurately and efficiently collecting and distributing state and local revenues, and to support public safety by effectively administering the laws related to motor vehicle sale and registration, and driver licensing.”

The Missouri Department of Revenue (DOR) was created in 1945 by the Missouri Constitution to serve as the central collection agency for all state revenue. The primary duties of the Department are to collect taxes, title and register motor vehicles, and license drivers. In 2009, the Department began the process of offering for bid all license offices, eliminating the era of license office patronage in Missouri. The Department also improved the functionality of the online vehicle registration system. The Department of Revenue consists of the office of the Director and four divisions: **Administration, Legal Services, Motor Vehicle and Driver Licensing, Taxation.**

The geographic regions of DOR include both in-state and out-state locations. In-state locations include Cape Girardeau, Jefferson City, Joplin, Kansas City, Springfield, and St. Louis. Out-state locations include: California, Georgia, Illinois, New York, and Texas.

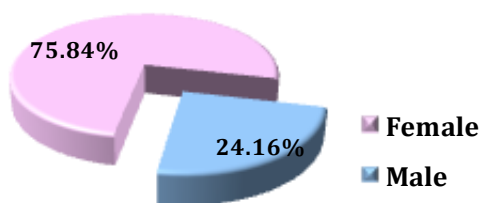
In response to this decentralized nature, this FY15 Department of Revenue's Workforce Diversity report does not reflect the workforce diversity efforts and/or statistics of the Missouri Lottery Commission and the State Tax Commission. The Missouri Lottery Commission and the State Tax Commission complete their department's workforce diversity plan at the divisional level, separate from the Workforce Diversity Plan for the Missouri Department of Revenue, for submission to the Office of Administration, Office of Equal Opportunity.

As of June 30, 2015, DOR's workforce is composed of 1,072 employees including 94 (8.77%) minorities and 813 (75.84%) women.

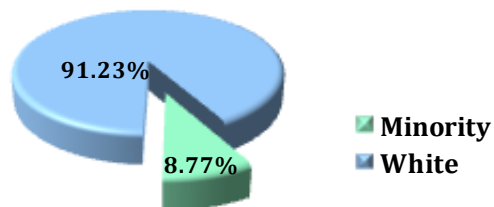
DOR's FY15 Workforce Demographics

FY15 Workforce		
Total Employees	1,072	
Female	813	75.84%
Male	259	24.16%
Minority	94	8.77%

Workforce Gender Percentages



Workforce Minority Percentages



DOR has conducted in-depth analyses of our total employment process, including the workforce by organizational unit and job group, personnel activity, compensation, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist. Of the 97 job titles at DOR, 47 or 48.45% include minorities, and 90 or 92.78% include females.

DOR's analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 68								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	6	43	1	5	0	0	0	0	62	25
# Available	1.7	21.8	0.3	0.6	0.6	0.2	0	0.1	49.3	29.2
Persons Required	0	0	0	0	1	1	1	1	0	0
B - PROFESSIONALS		Total Employed: 302								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	39	189	14	18	4	3	0	0	263	113
# Available	25.7	137.2	2	18.2	1.7	0.5	0.2	3.2	225.6	114.1
Persons Required	0	0	0	0	0	0	1	3	0	0
E- PARAPROFESSIONALS		Total Employed: 564								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	43	482	10	24	5	4	0	0	521	82
# Available	0.1	260.8	0	0.1	0	0.1	0	0	544.8	284.4
Persons Required	0	0	0	0	0	0	0	0	0	146
F - OFFICE AND CLERICAL		Total Employed: 132								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	5	97	0	5	0	0	0	0	127	35
# Available	4.5	89.7	0.2	1.6	2.2	0.2	0.1	0.3	99.3	14.2
Persons Required	0	0	1	0	2	1	1	1	0	0
G - SKILLED CRAFT WORKERS		Total Employed: 1								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	1	0	0	1	0	0	0	0	0	1
# Available	0.1	0.6	0	0	0.1	0	0	0	0.9	0.4
Persons Required	0	1	0	0	1	0	0	0	1	0
H - SERVICE MAINTENANCE		Total Employed: 3								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	0	0	0	0	0	0	0	3	3
# Available	0.1	0.6	0	0.1	0	0	0	0	2.9	2.4
Persons Required	1	1	1	1	1	0	1	0	0	0

To further ensure that DOR continues to achieve parity in its workforce, the Department will continue:

- ✚ To advertise vacant positions on-line at www.dor.mo.gov, promote job announcements through the State of Missouri's job opportunities website <https://mocareers.mo.gov/>, and advertise vacant positions in commercial media, at the request of the division.
- ✚ To make opportunities for advancement into more stimulating positions widely known through our career development process and by encouraging minorities and women to take advantage of these opportunities.
- ✚ Continue to be represented at minority job fairs and career fairs.

Missouri Lottery

Mission

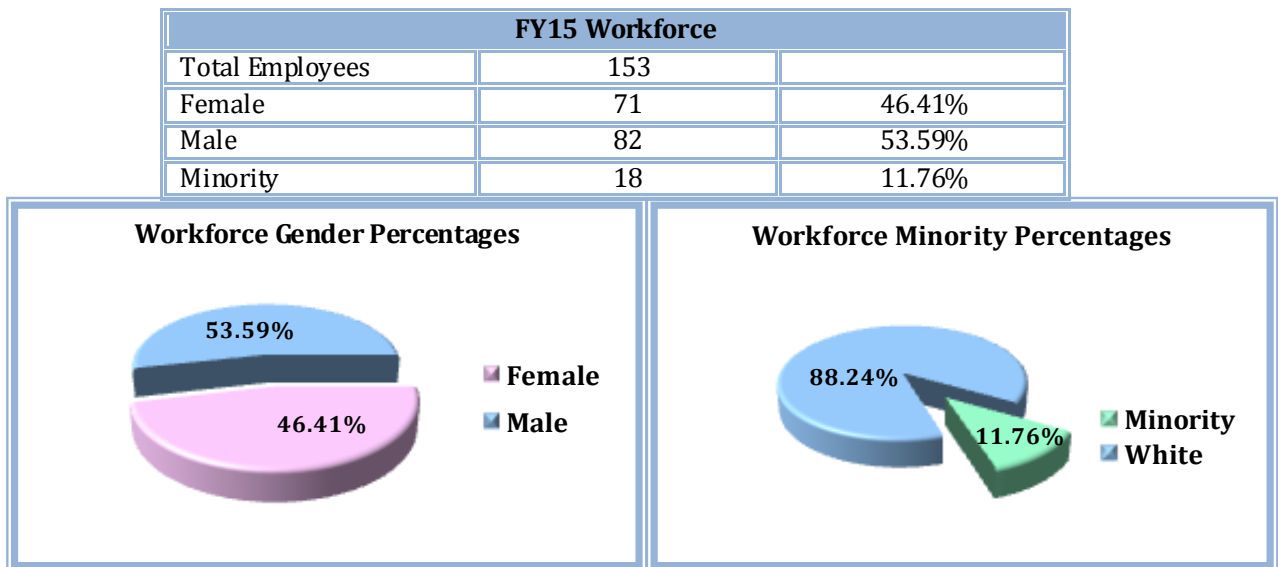
"The Missouri Lottery generates funds to provide educational opportunities for Missouri students, support Missouri businesses and entertain millions."

On Nov. 6, 1984, 70 percent of Missouri voters approved an amendment to establish a state Lottery. Missouri Lottery ticket sales began over 29 years ago in January 20, 1986, and since that time, the Lottery has provided the state, including public education, with more than \$5 billion in proceeds. In addition, players have won more than \$10.5 billion in Lottery prizes, and retailers have earned more than \$1 billion in combined commissions and incentives. The Missouri Lottery (ML) currently offers more than 40 Scratchers games and 8 Draw Games for purchase at nearly 5,000 retail locations. The Missouri Lottery is organized into three divisions: **Executive Office, Risk Management, and Sales, Marketing & Communications.**

As of June 30, 2015, the Lottery's workforce was composed of 153 employees including 18 (11.76%) minorities and 71 (46.41%) females.

The following table and charts show the composition of the workforce at Lottery by gender and race/ethnicity.

Lottery's FY15 Workforce Demographics



The Lottery has conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals.

Of the Lottery's three divisions, three divisions or 100% include minorities, and three division or 100% include females. The analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

The workforce at the Lottery was analyzed by job group and by department to determine the employment of minorities and women, and to identify if placement goals are indicated when compared to the appropriate available workforce. The analysis shows that for the overwhelming majority of the workforce, employment levels of women and minorities are representative of our recruiting population.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 25								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	4	12	0	3	1	0	0	0	21	13
# Available	1.3	9.8	0.2	0.8	0.3	0.0	0.0	0.1	23.3	14.8
Persons Required	0	0	1	0	0	1	1	1	0	0
B - PROFESSIONALS		Total Employed: 82								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	8	41	2	6	0	0	0	0	74	41
# Available	7.5	39.0	1.3	4.2	1.0	0.1	0.0	0.9	68.1	36.5
Persons Required	0	0	0	0	1	1	1	1	0	0
C - TECHNICIANS		Total Employed: 6								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	2	0	0	2	0	0	0	0	4	6
# Available	0.6	3.1	0.0	0.4	0.1	0.0	0.0	0.1	5.0	2.6
Persons Required	0	3	1	0	1	1	1	1	1	0
D - PARAPROFESSIONALS		Total Employed: 9								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	4	0	0	0	0	0	0	9	5
# Available	0.8	4.1	0.2	0.5	0.1	0.0	0.0	0.1	7.3	4.1
Persons Required	1	0	1	1	1	1	1	1	0	0
E - OFFICE AND CLERICAL		Total Employed: 30								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	4	14	0	4	0	0	0	0	26	16
# Available	3.3	23.4	0.2	2.1	0.5	0.0	0.0	0.4	25.7	5.6
Persons Required	0	5	1	0	1	1	1	1	0	0
F - SERVICE MAINTENANCE		Total Employed: 1								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	0	0	0	0	0	0	0	1	1
# Available	0.2	0.5	0.0	0.1	0.0	0.0	0.0	0.0	0.7	0.4
Persons Required	1	1	1	1	1	1	1	1	0	0

In an effort to address underutilization and achieve parity in all job groups, the Lottery is committed to:

- ✚ Recruiting, retaining, and promoting well-qualified individuals on the basis of qualifications without regard to age, race, color, national origin, gender, religion, veteran's status, disability, or any other reason prohibited by law.
- ✚ The Lottery will make good faith effort to strengthen the number of minority and female applicants in the applicant pool.
- ✚ The Lottery's representatives from human resources will make a good faith effort to attend career fairs at colleges and universities and minority recruitment events (i.e. Black Caucus, Black Expo, etc.) throughout the year.
- ✚ All good faith efforts will be made by advertising job opportunities on minority association's web pages such as the Office of Equal Opportunity's web page, Lottery's web page, on public bulletin boards, and when deemed necessary in local/metropolitan newspapers, minority newspapers and at universities/colleges in their recruitment centers.
- ✚ Internships will be considered along with leadership training (allowing staff to excel in management positions), and overall diversity training for all staff.

The Lottery is committed to providing opportunities for advancement to current employees.

State Tax Commission

The Missouri Constitution of 1945 created the State Tax Commission (STC) of Missouri in its current form.

Article X, Section 14 of the constitution requires the General Assembly to create a tax commission for the purpose of performing three (3) functions: Equalization of assessments as between counties; hear appeals from local boards of equalization in individual assessment cases; and To perform such other duties as may be prescribed by law.

The STC is constituted of three members, chosen from the two major political parties, appointed by the Governor with the advice and consent of the Senate. The Commissioners hold staggered terms of six years. (Section 138.190, RSMo). A majority of the commissioners must concur before the Commission can make a decision on any matter before it. (Section 138.240, RSMo).

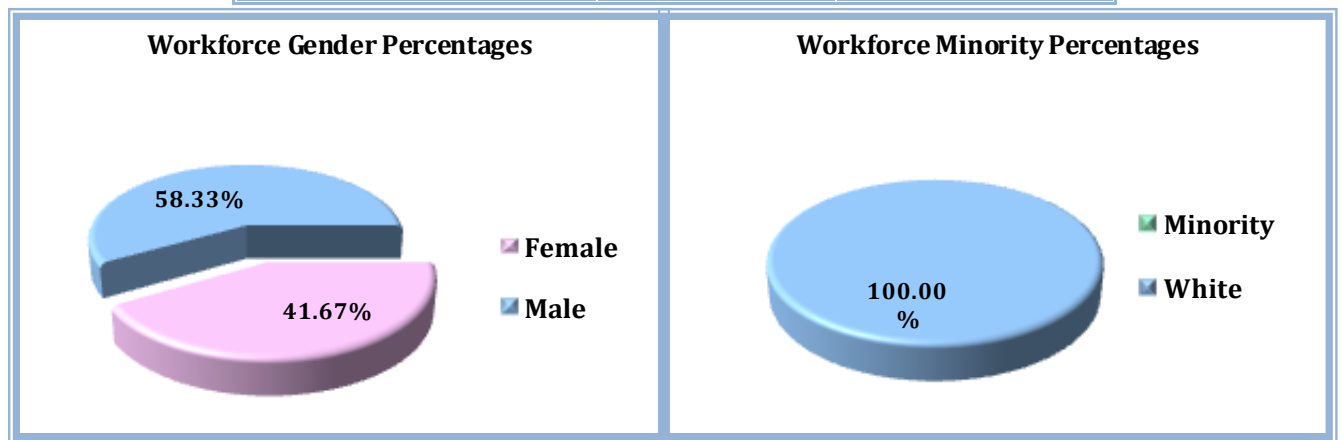
The staff of the Commission is divided into four sections: **Administration, Legal, Original Assessment, and Local Assistance.**

As of June 30, 2015, STC's workforce is composed of 36 employees including 15 (41.67%) females.

The following table and charts show the composition of the workforce at STC by gender and race/ethnicity as of June 30, 2015.

STC's FY15 Demographics

FY15 Workforce		
Total Employees	36	
Female	15	41.67%
Male	21	58.33%
Minority	0	0.00%



STC has conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals.

Of the 4 sections at STC, 4 or 100% include females. STC's analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any sections, nor is there any racial or sexual discrimination in the selection process.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 10								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	3	0	0	0	0	0	0	10	7
# Available	2.1	4.0	0.5	0.7	0.7	0.1	0.0	0.1	7.9	6.0
Persons Required	2	1	1	1	1	1	1	1	0	0
B - PROFESSIONALS		Total Employed: 7								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	2	0	0	0	0	0	0	7	5
# Available	1.7	3.3	0.5	0.6	0.5	0.0	0.0	0.1	5.4	3.8
Persons Required	2	1	1	1	1	1	1	1	0	0
C - TECHNICIANS		Total Employed: 15								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	6	0	0	0	0	0	0	15	9
# Available	4.1	7.4	0.8	1.5	1.4	0.1	0.0	0.2	10.9	7.6
Persons Required	4	0	1	2	2	1	1	1	0	0
E - PARAPROFESSIONALS		Total Employed: 1								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	1	0	0	0	0	0	0	1	0
# Available	0.2	0.5	0.1	0.1	0.1	0.0	0.0	0.0	0.8	0.5
Persons Required	1	0	1	1	1	1	1	1	0	1
F - OFFICE AND CLERICAL		Total Employed: 3								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	3	0	0	0	0	0	0	3	0
# Available	0.8	2.8	0.1	0.3	0.3	0.0	0.0	0.0	2.2	0.2
Persons Required	1	0	1	1	1	1	1	1	0	1

The State Tax Commission is a small agency with budget authority for 40 FTE – 60% of which work from their homes throughout the State of Missouri. The State Tax Commission has undergone numerous budget cuts over the past several years. Most recently, in fiscal year 2015, the Commission lost 9 FTE (15% of personal services and 15% of Expense and Equipment).

The Personal Services budget decreases have forced our agency to lay off 18% of our workforce in FY15. The majority of our vacancies, which are due to retirements, are in specialized job categories in rural Missouri. Recruitment of minority and women applicants is difficult due to the rural regional areas and the compensation that our agency offers.

The State Tax Commission continues to strive for affirmative action goals, but extensive budget cuts have greatly reduced our ability to fulfill the objective of Executive Order 10-24.

Department of Public Safety

Mission

"To provide a safe and secure environment for all individuals through efficient and effective law enforcement, national defense, disaster preparedness, service to veterans and education."

Established in 1974, the Missouri Department of Public Safety (DPS) is responsible for coordinating statewide law enforcement for the purpose of ensuring a safe environment for Missouri citizens. The Department's mission is to provide leadership in supporting state agencies, county sheriff's departments and municipal police departments throughout Missouri.

The Missouri Department of Public Safety is organized into nine divisions/organizational units: **Office of the Director, Alcohol & Tobacco Control, Fire Safety, Missouri Gaming Commission, Missouri National Guard (Office of the Adjutant General, Missouri State Highway Patrol, State Emergency Management Agency, and Veterans Commission.**

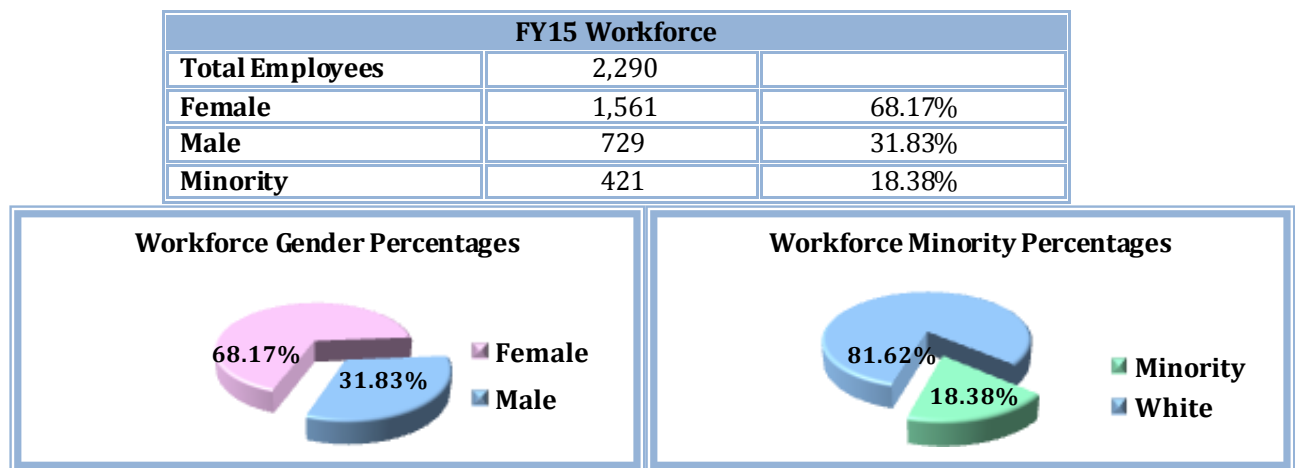
The Director's Office serves as the Department's central management unit coordinating various administrative functions and activities. As a whole, the organizational structure of the Missouri Department of Public Safety is of a decentralized nature, with each division/organizational unit functioning at varied levels of autonomy contingent upon the agency's structure.

In response to this decentralized nature, this FY2015 Missouri Department of Public Safety Workforce Diversity Plan does not reflect the workforce diversity efforts and/or statistics of the Missouri State Highway Patrol. The Missouri State Highway Patrol completes a workforce diversity plan at the divisional level, separate from the Workforce Diversity Plan for the Missouri Department of Public Safety, for submission to the Office of Administration, Office of Equal Opportunity, with a copy provided to the Missouri Department of Public Safety, Office of the Director, Personnel Administrator.

As of June 30, 2015, DPS's workforce was composed of 2,290 employees including 421 (18.38%) minorities and 1,561 (68.17%) women.

The following table and charts show the composition of the workforce at DPS by gender and race/ethnicity as of June 30, 2015.

DPS's FY15 Workforce Demographics



DPS has conducted an availability analysis by job group, taking into account both external and internal availability, and have compared incumbency to estimated availability to determine placement goals.

Based upon the analysis on the review of its workforce composition and job group analysis, the Missouri Department of Public Safety reveals that minorities and women are not significantly underrepresented or concentrated in any particular area. This analysis suggests that there is no policy or practice excluding minorities or women from any agency, nor is there any racial or sexual discrimination in the selection process.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 101								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	7	42	0	6	1	0	0	0	94	59
# Available	8.2	34.8	1.1	4.6	1.3	0.2	0	0.9	93	66.4
Persons Required	0	0	1	0	1	1	1	1	0	0
B - PROFESSIONALS		Total Employed: 489								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	47	320	6	39	0	2	0	0	442	169
# Available	62.8	313.9	11.9	38.6	5.7	1.3	0.2	4.6	425.4	174.3
Persons Required	4	0	4	0	5	0	1	4	0	0
C - TECHNICIANS		Total Employed: 153								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	22	113	1	18	3	0	0	0	131	40
# Available	31	117.4	4.7	22.1	1.7	0.3	0	2.2	122.6	36.2
Persons Required	3	0	3	0	0	1	0	2	0	0
D - PROTECTIVE SERVICE WORKERS		Total Employed: 108								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	2	10	0	1	0	1	0	0	106	98
# Available	21.7	12.7	0.2	14.8	2	0.3	0.1	4.4	86.3	95.3
Persons Required	16	1	1	11	2	0	1	4	0	0
E - PARAPROFESSIONALS		Total Employed: 754								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	218	672	14	186	13	5	0	0	536	82
# Available	229.1	637.8	5.2	194.4	12.5	3.5	1.6	11.9	524.9	116.3
Persons Required	0	0	0	0	0	0	2	10	0	12
F - OFFICE AND CLERICAL		Total Employed: 163								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	21	141	1	16	2	1	0	0	142	22
# Available	16.6	143.4	1.1	11.1	2.5	0.4	0.1	1.4	146.4	19.6
Persons Required	0	0	0	0	0	0	1	2	0	0
G - SKILLED CRAFT WORKERS		Total Employed: 61								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	8	2	1	3	3	1	0	0	53	59
# Available	7.3	7.6	0.2	4.3	1.8	0.3	0	0.7	53.6	53.4
Persons Required	0	5	0	1	0	0	1	1	0	0
H - SERVICE MAINTENANCE		Total Employed: 461								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	96	261	10	80	6	0	0	0	365	200
# Available	112.3	171.5	5.3	68.7	27.7	1.5	0.1	8.9	348.7	289.5
Persons Required	0	0	0	0	17	2	1	8	0	32

To ensure that parity is achieved in all job groups, the DPS will continue to:

- ✚ Make opportunities for advancement into more stimulating positions widely known through our career development process and by encouraging minorities and women to take advantage of these opportunities.
- ✚ Provide on-the-job training to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher level jobs.
- ✚ Participate in targeted external training programs as budget allows for these expenses.

The Missouri Department of Public Safety expects to continue its successful outreach efforts and to ensure that all applicants and employees are treated fairly, based on job related criteria and without regard to race, color, religion, sex, age, disability, veteran status, national origin, or any other characteristic protected by applicable law.

Missouri State Highway Patrol

Mission

"The Missouri State Highway Patrol will serve and protect all people by enforcing laws and providing services to ensure a safe and secure environment."

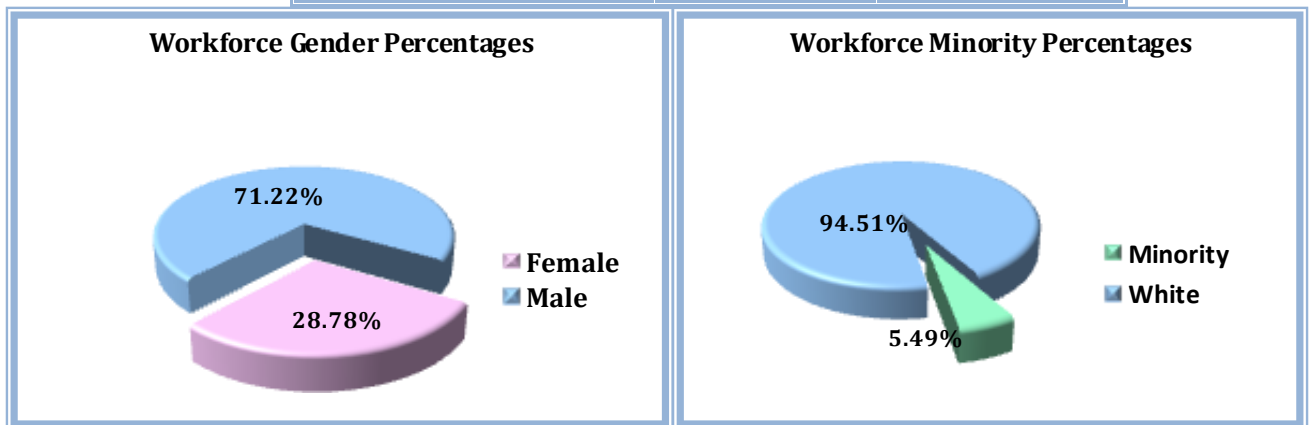
The Missouri State Highway Patrol (MSHP) is a state law enforcement agency created in 1931, with a main purpose to reduce deaths and injury due to traffic crashes, and to protect and serve the citizens of Missouri.

As of June 30, 2015, the MSHP's workforce was composed of 2,384 employees including 131 (5.49%) minorities and 686 (28.78%) females.

The following table and charts show the composition of the workforce at MSHP by gender and race/ethnicity as of June 30, 2015.

MSHP's FY15 Demographics

FY15 Workforce		
Total Employees	2,384	
Female	686	28.78%
Male	1,698	71.22%
Minority	131	5.49%



The MSHP conducted an in-depth analysis of its total employment process, including the workforce by organizational unit and job group, personnel activity, compensation, and other personnel procedures to determine whether and where impediments to equal employment opportunity exist.

Of MSHP's 102 divisions, 37 or 36.27% include minorities, and 82 or 80.39% include females. MSHP's analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

A review of external hires for the July 1, 2014 to June 30, 2015 indicates the presence of equal employment opportunity and a strong commitment to workforce diversity. During the plan year, 188 new employees were hired, including 9 minorities at 4.79% and 73 women at 38.83%.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS	Total Employed: 122									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	9	11	2	4	1	2	0	0	113	111
# Available	2.4	8.1	0.5	1.1	0.3	0.0	0.0	0.4	34.2	28.5
Persons Required	0	0	0	0	0	0	1	1	0	0
B - PROFESSIONALS	Total Employed: 251									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	10	143	1	8	1	0	0	0	241	108
# Available	47.5	115.0	21.6	16.3	6.2	1.3	0.0	2.0	203.9	136.3
Persons Required	28	0	17	6	4	2	1	2	0	2
C - TECHNICIANS	Total Employed: 650									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	41	344	2	32	5	2	0	0	609	306
# Available	88.8	332.5	11.6	56.6	12.3	1.1	0.9	6.4	561.2	317.5
Persons Required	31	0	8	14	5	0	1	6	0	0
D - PROTECTIVE SERVICE WORKERS	Total Employed: 1156									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	66	59	4	30	18	14	0	0	1090	1097
# Available	116.4	148.2	2.2	75.1	17.3	0.9	0.0	20.6	1039.6	1007.8
Persons Required	28	60	0	31	0	0	0	17	0	0
E - OFFICE AND CLERICAL	Total Employed: 126									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	4	117	0	3	1	0	0	0	122	9
# Available	14.3	114.5	0.8	9.4	1.5	0.5	0.4	1.6	111.7	11.5
Persons Required	8	0	1	5	1	1	1	2	0	1
F - SKILLED CRAFT WORKERS	Total Employed: 30									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	0	0	0	0	0	0	0	0	30	30
# Available	3.3	0.6	0.3	1.5	0.9	0.1	0.1	0.3	26.7	29.4
Persons Required	3	1	1	2	1	1	1	1	0	0
G - SERVICE MAINTENANCE	Total Employed: 49									
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	1	12	0	1	0	0	0	0	48	37
# Available	12.2	7.2	0.4	5.4	5.6	0.1	0.0	0.7	36.8	41.8
Persons Required	9	0	1	4	5	1	1	1	0	0

In an effort to address underutilization and achieve parity in all job groups, the MSHP during the period from July 01, 2014 to June 30, 2015, conducted special recruitment activities at several schools and universities.

The MSHP will continue to contact our normal sources of recruitment (e.g., State Employment) and advise them that under the Workforce Diversity Plan we are specifically seeking to employ minorities and/or women for job openings. During the period from July 01, 2014 to June 30, 2015, targeted recruitment activities were conducted at the following sources: Kansas City, St. Louis, and Southeast Missouri. The State Law Enforcement Agency has implemented programs and procedures to ensure that minority and female employees are given equal opportunities for promotion.

Special internal training programs are provided as necessary to ensure the achievement of our placement goals. Programs are offered to eligible employees without regard to race, color, religion, sex, age, disability, veteran status, national origin or any other characteristic protected by applicable law. MSHP will continue to participate in targeted external training programs.

Department of Social Services

Mission

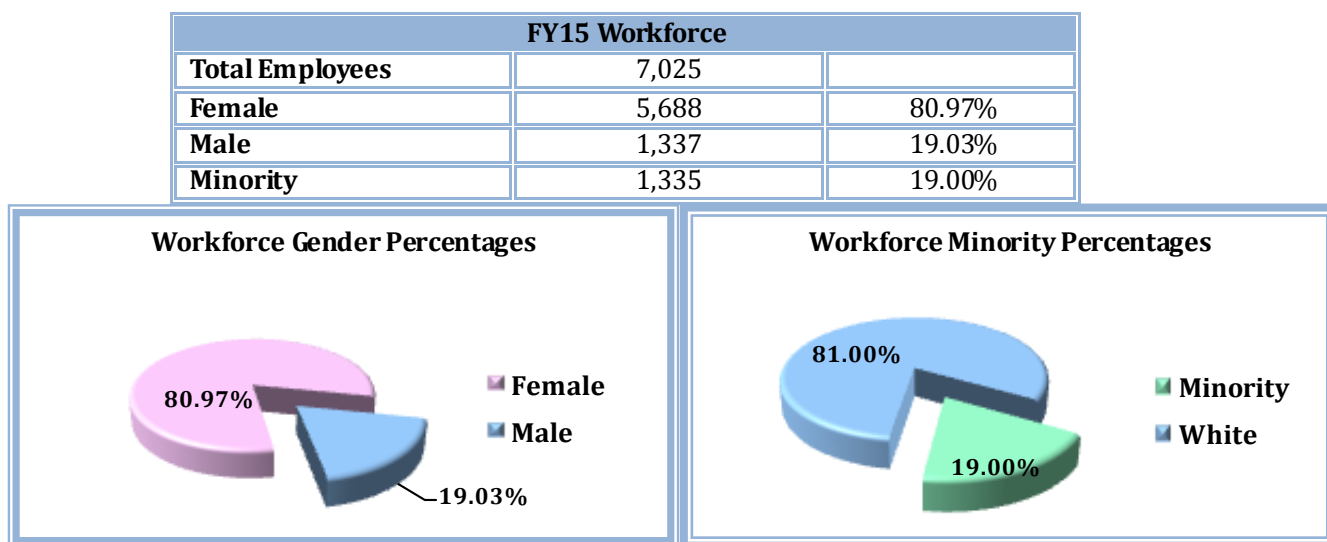
"To maintain or improve the quality of life for Missouri citizens."

A true measure of a society is the extent of its concern for those less fortunate - its intent of keeping families together, preventing abuse and neglect, and encouraging self-sufficiency and independence. In Missouri, programs dealing with these concerns are administered by the Department of Social Services (DSS), which was created by the Omnibus State Reorganization Act of 1974.

DSS is charged with administering programs to promote, safeguard, and protect the general welfare of children; to maintain and strengthen family life; and to aid people in need as they strive to achieve their highest level of independence. DSS is responsible for coordinating programs to provide public assistance to children and their parents, access to health care, and to provide specialized assistance to troubled youth. While many programs give needed financial assistance and services, other units work toward reducing the financial dependency of the citizens on government. DSS is composed of the director's office, four program divisions, and two support divisions. All divisions work in cooperation to allow DSS to function effectively.

As of June 30, 2015, DSS's workforce was composed of 7,025 employees including 1,335 (19.00%) minorities and 5,688 (80.97%) females.

The following table and charts show the composition of the workforce at DSS by gender and race/ethnicity as of June 30, 2015.



DSS has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group.

DSS is a state government agency covered by the Merit System. Persons seeking employment with DSS in classified positions normally must complete the merit application (and examination, if applicable) process, as administered by the Office of Administration (OA), Division of Personnel. Generally, in order to be considered for classified positions, the applicant must have a merit score in the top 15 or 15% of those who responded to the vacancy announcement.

Of the 381 organizational units at DSS, 187 or 49.08% include minorities, and 368 or 96.59% include females. DSS's analysis by organizational unit reveals that minorities and women are not significantly underrepresented or concentrated in any particular organizational unit. This analysis suggests that there is no policy or practice excluding minorities or women from any departments, nor is there any racial or sexual discrimination in the selection process.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 338						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	38	246	1	35	0	2	300	92
# Available	27.8	152.2	2.5	19.2	4.1	0.6	305.1	180.7
Persons Required	0	0	2	0	4	0	0	53
B - PROFESSIONALS		Total Employed: 5605						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	1080	4488	27	952	67	27	4525	1117
# Available	756.7	2932.5	142.9	443.4	103.7	13.5	4758.6	2582.8
Persons Required	0	0	88	0	16	0	0	950
C - TECHNICIANS		Total Employed: 76						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	12	67	0	8	3	1	64	9
# Available	6.3	43.0	0.1	4.8	0.5	0.5	63.6	26.9
Persons Required	0	0	1	0	0	0	0	13
E- PARAPROFESSIONALS		Total Employed: 109						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	52	134	0	43	9	0	157	75
# Available	27.9	112.9	5.1	16.8	3.6	0.5	175.0	90.0
Persons Required	0	0	5	0	0	1	0	0
F - OFFICE AND CLERICAL		Total Employed: 754						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	139	722	0	126	8	4	615	32
# Available	131.2	541.3	6.0	96.3	16.2	2.1	605.1	195.1
Persons Required	0	0	5	0	5	0	0	125
G - SKILLED CRAFT WORKERS		Total Employed: 1						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	1	1	0	1	0	0	0	0
# Available	0.1	0.2	0.0	0.1	0.0	0.0	0.9	0.8
Persons Required	0	0	1	0	1	1	1	1
H - SERVICE MAINTENANCE		Total Employed: 42						
	Min	Fem	Asi	Blk	His	Ind	Wht	Mal
# Employed	13	30	0	11	2	0	29	12
# Available	10.7	23.5	0.8	7.7	1.5	0.1	31.3	18.5
Persons Required	0	0	1	0	0	1	0	3

To continue its efforts to develop, implement, monitor, and evaluate Equal Employment Opportunity programs, the DSS will:

- ✚ Continue to provide training to new and current employees on civil rights laws and the Department's nondiscrimination policies.
- ✚ Research and implement the best practices that promote the hiring, retention, and advancement of females, minorities, and individuals with disabilities.
- ✚ Continue to educate managers and supervisors on the ADA interactive process and workplace accommodation issues.
- ✚ Continue to explore non-traditional ways of recruiting minorities and to educate managers and supervisors on diversity initiatives; provide employees the monthly Diversity Calendar via the DSS Intranet website.
- ✚ The Workforce Diversity Advisory Group will continue to meet quarterly to discuss issues pertinent to workforce diversity such as enhancing cultural diversity awareness, identifying problem areas, and recommending strategies for resolving problems and barriers preventing the success of the Workforce Diversity Plan.

Missouri Department of Transportation

Mission

"To provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri."

The Missouri Department of Transportation (MoDOT) works with the public, transportation partners, state and federal legislators, and other state and local agencies to provide a safe and efficient transportation system to the people of Missouri.

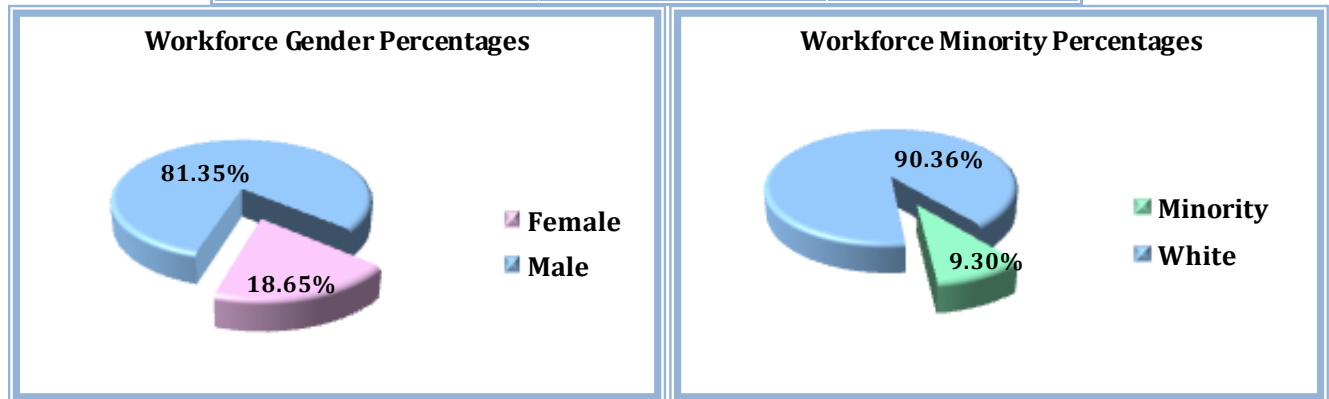
MoDOT has responsibilities for five major transportation alternatives available to Missourians -- highways, aviation, waterways, transit and railroads. Those responsibilities include the total operation of the 33,800 mile highway system, including highway location, design, construction and maintenance.

In addition, the department cooperates and coordinates with owners and operators of the four other modal systems in the development and improvement of airports, rail facilities, ports and the operational cost of transit systems. Key here also is the administration of state/federal programs and funds available with these modes.

As of June 30, 2015, MODOT's workforce was composed of 5,023 employees including 467 (9.30%) minorities and 937 (18.65%) women.

The following table and charts show the composition of the workforce at MODOT by gender and race/ethnicity as of June 30, 2015.

FY15 Workforce		
Total Employees	5,023	
Female	937	18.65%
Male	4,086	81.35%
Minority	467	9.30%



MODOT has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group.

Of MoDOT's 8 districts in this analysis, 8 or 100% include minorities and 8 or 100% include females. The analysis conducted by district and the Central Office reveals that minorities and women are not significantly underrepresented in any particular district. This analysis suggests that there is no policy or practice excluding minorities or women from any district, nor is there any racial or sexual discrimination in the selection process.

During the plan year, MoDOT hired 816 new employees during the period from July 1, 2014 to June 30, 2015, including 77 minorities at 9.44% and 119 women at 14.58%.

The following table determines the number of people needed for full representation of the protected class based on the 80% rule.

A - OFFICIALS AND ADMINISTRATORS		Total Employed: 778								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	52	150	3	28	8	10	0	3	726	628
# Available	76.3	264.8	8.6	48.9	6.7	5.7	0.0	6.3	701.4	513.9
Persons Required	10	62	4	12	0	0	0	3	0	0
B - PROFESSIONALS		Total Employed: 965								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	95	329	17	48	10	10	0	10	870	636
# Available	95.3	417.1	10.6	59.8	12.3	5.5	0.1	6.9	868.6	547.1
Persons Required	0	5	0	0	0	0	1	0	0	0
C- TECHNICIANS		Total Employed: 255								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	21	66	0	14	3	4	0	0	234	189
# Available	27.6	71.6	1.2	21.8	1.6	1.3	0.0	1.8	227.6	183.6
Persons Required	2	0	1	4	0	0	0	2	0	0
E - PARAPROFESSIONALS		Total Employed: 139								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	11	122	0	9	0	2	0	0	128	17
# Available	16.2	106.4	0.6	13.1	1.4	0.4	0.0	0.8	122.7	32.6
Persons Required	2	0	1	2	2	0	1	1	0	10
F - OFFICE AND CLERICAL		Total Employed: 123								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	13	112	0	12	0	1	0	0	110	11
# Available	17.9	67.7	0.8	13.5	1.4	1.5	0.0	0.6	105.1	55.3
Persons Required	2	0	1	0	2	1	1	1	0	34
G - SKILLED CRAFT WORKERS		Total Employed: 726								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	62	30	2	44	5	7	0	4	664	696
# Available	106.2	73.5	2.0	79.9	7.3	11.5	0.1	5.4	619.9	652.5
Persons Required	23	29	0	20	1	3	1	1	0	0
H - SERVICE MAINTENANCE		Total Employed: 2037								
	Min	Fem	Asi	Blk	His	Ind	Pac	Two	Wht	Mal
# Employed	230	128	5	153	29	38	0	5	1807	1909
# Available	258.9	102.1	0.0	192.9	17.7	5.7	0.0	42.8	1778.1	1934.9
Persons Required	0	0	0	2	0	0	0	30	0	0

To continue its efforts to develop, implement, monitor, and evaluate Equal Employment Opportunity programs, MODOT will:

- ✚ Work with managers to identify high performing minorities and women and encourage these employees to participate in mentorships and other programs that will enhance their skills and improve their promotional opportunities.
- ✚ Continue to reach out to minority and female organizations and expand efforts to include new organizations to partner with. MoDOT will focus on recruitment geared towards minorities and females at colleges/universities.
- ✚ Coordinate Diversity and Inclusion Conferences in all seven districts to continue the development of inclusion in the workplace; Coordinate MoDOT's district job fairs to educate potential employees about MoDOT.
- ✚ Conduct "meet and greets" at colleges the department recruits at that will include diversity organizations; Partner with high schools (partners in Education Program) to increase minority and female interest in Transportation related careers. Develop a program to better prepare employees for promotional opportunities.
- ✚ Ensure that MoDOT's Civil engineer intern program is diversified in order to increase the applicant pool of diverse candidates.

APPENDIX

Appendix A

Oversight Review Committee Executive Summary

The Disparity Study Oversight Review Committee was established by Executive Order 10 -07 issued by Governor Jay Nixon on July 2, 2014. The committee was charged with reviewing the findings of the 2014 Disparity Study and producing meaningful recommendations to assist the State of Missouri to develop a contracting process that is inclusive, promotes diversity and provides greater opportunity for minority and women-owned business enterprises. By engaging in a thorough review and analysis of the 2014 Disparity Study, the Committee was to develop appropriate recommendations designed to increase the participation by socially and economically disadvantaged small business concerns and minority and women-owned business enterprises, directly or indirectly, in state contracting.

To accomplish these charges, the Committee thoroughly reviewed the report and discussed the consultant's Executive Summary and Recommendations which are included in their entirety in this report as Appendix B.

In part, the consultant's main recommendations, as outlined in the 2014 Disparity Study, are as follows:

- ✚ Increase access to state contracting information
- ✚ Increase outreach to M/WBEs
- ✚ Lengthen solicitation times
- ✚ Review contract sizes and scopes
- ✚ Adopt "quick pay" policies
- ✚ Review surety bonding and experience requirements
- ✚ Ensure bidder non-discrimination and fairly priced subcontractor quotations
- ✚ Adopt a small business set-aside
- ✚ Create a small contractor bonding and financing program
- ✚ Use the study to set the overall, annual M/WBE goals
- ✚ Use the study to set M/WBE contract goals
- ✚ Partner with other entities to provide technical assistance and supportive services
- ✚ Consider adopting a Mentor-Protégé Program
- ✚ Narrowly tailor program eligibility standards
- ✚ Review M/WBE contract compliance policies and procedures
- ✚ Provide training to bidders regarding program compliance
- ✚ Implement an electronic contracting data collection and monitoring system

The consultant, Colette Holt, conducted three public meetings to present the findings of the Disparity Study and to answer questions. The meetings were held in St. Louis on October 27, Jefferson City on October 29, and in Kansas City on October 31, 2014. A majority of the Committee members attended at least one of the three public presentations.

The Committee conducted nine meetings between November 2014 and January 2015 to review the study and report to formulate the Committee's recommendations to the Governor. Colette Holt presented the findings of the study to the Committee during the November 6 meeting. She explained her recommendations, answered questions from committee members, and provided needed clarifications. She also participated on calls on December 30, 2014 and January 7, 2015 to provide clarification and answer questions prior to finalization of the Committee's recommendations.

The Committee also gathered information regarding various state policies and procedures sought input from the public via an online input form, and heard directly from some M/WBE entities in the state. Individuals who participated during one of the meetings by sharing their M/WBE experience from their community's perspective were: Phillip Yelder, Director of Kansas City Human Relations Dept. (M/WBE Program); Howard Hayes, St. Louis Development Corp.; and John Oke-Thomas, a minority business owner & Chair of Minorities in Business (MIB), a local community organization in Springfield.

Committee members also worked over several meetings to prioritize the study recommendations. Their individual rankings were consolidated and resulted in several in-depth committee discussions about the relative importance of each recommendation, ways in which state initiatives may currently be addressing each recommendation, and gaps. While all of the recommendations have high value, it is evident to committee members that early implementation of some is a priority to achieve measurable program impact.

The Committee believes that while progress has been made in recent years, there is still work to be done to eliminate the lingering effects of discrimination and ensure a level playing-field for all Missouri business owners, especially minority and women-owned businesses. After reviewing and discussing the disparity study report and recommendations, the ORC is pleased to present its recommendations to the Governor.

Oversight Review Committee Recommendations

The 2014 Disparity Study Oversight Review Committee submits the following information and comments in support of each recommendation put forth by the Committee. The order in which the recommendations are stated results from priorities established by the Committee after detailed internal discussions and consultation with external professionals. Progress being made by the state is noted within the appropriate recommendation. All recommendations are “must-do” in importance; however, Adequate Funding for OEO, the first recommendation, is essential and, as such, is the top priority. It would be difficult if not impossible to achieve many of the other recommendations without such adequate funding.

Adequate Funding For the Office of Equal Opportunity (OEO)

The Office of Equal Opportunity has 4.5 FTE to handle the day-to-day operations of the office. OEO has two additional individuals, who are contractors, to assist with performing site inspections. Currently, OEO’s responsibilities include certification, compliance and workforce development. The existing resources available to OEO are not adequate to support the scope of work assigned to them. The Committee strongly encourages the state to consider limiting the focus of OEO solely on the certification of M/WBEs and compliance with the terms of contracts awarded to M/WBEs. Workforce development warrants its own unit.

One of the main takeaways from the study is that the state is not diverse enough in the participation of M/WBEs in all of its NAICS/industry codes, and OEO should focus more energy on increasing certification in codes which are currently lacking and increasing participation.

The Committee urges the state to determine the appropriate number of employees which can adequately address the certification of M/WBEs, while being mindful that it is a goal of the Committee to increase participation and certification of M/WBEs. Providing adequate resources is extremely important to the Committee.

M/WBE Contract Compliance Policies and Procedures

The Committee recommends that OA conduct a thorough review of the M/WBE contract compliance policies and procedures, including policies and procedures as they relate to ‘Pre-Award Compliance’ and ‘Post-Award Compliance.’ The Committee further recommends that the Commissioner of the Office of Administration shall be authorized to hire an additional staff member to oversee and monitor contract compliance policy as it specifically relates to the M/WBE program. This new M/WBE contract compliance officer would work in collaboration with OEO, OA’s Division of Purchasing and Materials Management (DPMM), OA’s Division of Facilities Management, Design & Construction (FMDC) and OA’s Contract Oversight Office (COO). The M/WBE contract compliance officer could be housed in COO. The Commissioner of OA shall be responsible for determining the manner in which this recommendation is implemented.

The Committee also recommends that the M/WBE contract compliance officer become a member and active participant of the Contract Compliance Council (CCC) that exists today. The CCC, which is comprised of designated state agency personnel, should be utilized more frequently as a means for additional education and discussion on contract compliance issues.

The Office of Contract Compliance (OCC) that was created in 1998 under Executive Order 98-21 was abolished by Executive Order 05-30 in 2005. While in existence, the duties of the OCC included assisting with the development of policies, forms and procedures to carry out the requirements of the M/WBE participation program and monitoring contractor compliance with MBE/WBE goals.

In Fiscal Year 2001, DPMM had 56 full-time equivalent (FTE) employees. Due to budget cuts that occurred between Fiscal Year 2001 and Fiscal Year 2010, DPMM’s FTEs decreased to 33, which is their current staffing level for Fiscal Year 2015. The OCC was housed in DPMM, and the contract compliance positions were eliminated during the budget cuts.

Narrowly Tailored Program Eligibility Standards

The Committee recommends the state revisit eligibility standards for the M/WBE program with the emphasis on assisting small businesses owned by socially and economically disadvantaged individuals. The Committee recommends the state consider capping program eligibility based on firm size and personal net worth as determined by OA. Rather than immediately disqualifying firms that exceed the new size cap, the Committee recommends a phased-in process.

For example, for three years following implementation, the state requires those firms, when serving as a prime vendor, to utilize additional M/WBEs as subcontractors in order to move forward with a contract. After three years, the firms that exceed the new size cap would be considered graduated from the state's M/WBE program, but could consider serving in a new capacity as a mentor/protégé partner.

By revisiting the program's eligibility standards and considering implementing a graduation benchmark, the state will be addressing the issue of very large M/WBE firms with significantly higher than average personal net worth being awarded a disproportionate number of contracts with M/WBE goals, thus discouraging small M/WBE business participation.

Regarding specific eligibility standards, the Committee recommends the state research other comparable M/WBE programs and the U.S. Small Business Administration's (SBA) eligibility requirements and consider implementing comparable standards to meet the state's specific needs.

The Office of Equal Opportunity should identify opportunities to work with other certifying entities across the state to streamline the certification process and identify a universal application. OEO, with the help of OA, should review the state's current M/WBE certification policies and procedures and compare those policies and procedures to those used by other certifying entities to identify best practices. It would also be helpful to determine a method or procedure by which another certifying entity can inform the state/OEO if they have denied certification to a business and the reason for the denial.

The application process should be robust enough to identify firms per North American Industry Classification System (NAICS)/industry codes in which they are capable of providing services. Once certified, a firm will not be able to amend its NAICS/industry certification without obtaining approval from OEO.

Program Compliance Training For Bidders and Vendors

The Committee has three recommendations:

a) The state should implement some additional means by which vendors and bidders can be educated on program compliance. The state currently provides procurement program compliance training for bidders and vendors mainly through the online Vendor Manual² and outreach activities.

2 <http://oa.mo.gov/sites/default/files/vendormanual.pdf>

b) Alternative training should be implemented through the use of webinars, online training surveys and creating two videos on contract compliance (one pre-award and one post-award). And,

c) OA should consider implementing a process whereby the state has confirmation that a potential bidder/contract awardee has undergone the appropriate training either prior to submitting a bid or within a set timeframe after a contract has been awarded.

Bidder Non-Discrimination and Fairly Priced Subcontractor Quotations

The Committee agrees with the recommendation that OA needs to ensure bidder non-discrimination and fairly priced subcontractor quotations. The Committee recommends that DPMM, COO and the new M/WBE contract compliance officer work together to determine if price gouging and bid shopping are occurring and devise a means by which individual can confidentially report such activities. DPMM, COO, and the M/WBE contract compliance officer should determine if it is feasible to require bidders to maintain information on pricing and subcontractor quotes as outlined in the consultant's recommendations.

Overall Annual M/WBE Participation Goals

In accordance with the study, the Committee recommends the state set its overall annual participation goals at 10 percent for minority-owned businesses and 10 percent for women-owned businesses. The Committee would like to go on record that the state and Office of Equal Opportunity's objective should be to exceed the participation goals of 10/10. One way to accomplish this would be to increase certification and participation of M/WBEs in NAICS/industries where there are currently few, if any, M/WBEs certified.

The state should also use the study to implement specific industry goals based on aggregated availability within the four industries (i.e. construction, construction-related services, goods/services, and services). Setting individual contract goals (as explained in the next recommendation) will help achieve the specific industry goals and ultimately help achieve the state's overall annual 10/10 participation goals.

The Committee recommends that the state reevaluate how minority women-owned businesses are categorized.

M/WBE Contract Goals

The Committee recommends that the state use a contract-by-contract approach to participation. Goals should be set on a contract by contract basis based on the availability of M/WBEs in the marketplace. The program needs to have a firm process in place for businesses to demonstrate they have made a good faith effort if they cannot meet the contract goals.

The Committee recommends that the state use the disparity study to set M/WBE contract goals, starting with the NAICS codes identified in the “Unweighted Availability” (Table 11³) provided in the study as a baseline. Going forward, the state should adopt a method or protocol for developing flexible goals that take into consideration the availability of minority- and women-owned businesses on every contract.

Annual Program Performance Measures

The Committee recommends the state develop a dashboard of program performance measures which should be tracked and evaluated annually. Items to be monitored should include but not be limited to:

- a) The number of good faith waivers requested and awarded by NAICS code;
- b) The number and dollar amounts of bids by NAICS code, rejected as non-responsive for failure to make good faith efforts to meet the M/WBE participation goals;
- c) The number, type and dollar amount of M/WBE substitutions during contract performance by NAICS code;
- d) Growth in the number and size of certified firms as well as the growth in scope of work awarded to certified firms by NAICS code;
- e) Industries in which M/WBEs are awarded prime contracts and subcontracts; and
- f) Other items deemed appropriate and necessary by the state and OEO.

At the conclusion of each annual program performance evaluation, the state should reevaluate the program and proceed to implement measures designed to improve performance.

Electronic Contracting Data Collection and Monitoring System

The Committee recommends that the state implement an electronic contracting data collection and monitoring system capable of collecting measureable data to document the achievement of M/WBE goals. The state is currently progressing toward acquiring and implementing an eProcurement system. Because the bid proposals for an eProcurement system are currently under review, the state and OEO do not know the full capability of the eProcurement system at this time. Efforts have been made to include features in the new system that will benefit OEO and the M/WBE program.

Committee members also suggest adding another component to the recommendation – functionality. At a minimum, functionality should include:

- a) Full contract information
- b) Access by authorized users
- c) Contract goal setting
- d) Utilization of M/WBEs
- e) Spend analysis of informal contracts and Pcard transactions
- f) Integrated email and fax notifications
- g) Export/Import integration with existing systems (SAM II (Statewide Advantage for Missouri II which is the state’s financial system), DPMM, OEO, etc.)
- h) Contract compliance
- i) Online certification application process
- j) Outreach tools

The implementation of an eProcurement system should assist with items (a - g) identified above. In addition, OEO is currently working with OA's Information Technology Services Division (ITSD) to create and/or reformat a report that can provide spend analysis on state contracts that contain M/WBE participation, which should satisfy and/or assist with item (e) above. OA's Contract Oversight Office should assist with item (h) above. OEO is working closely with ITSD on the development of an online application process which should satisfy and/or assist with item (i) above. OEO is also currently in the midst of awarding a contract to a vendor that can perform outreach services, which should satisfy and/or assist with item (j) above.

After all the pending actions above have been completed or implemented, the state will be in a better position to determine if there are some items that have not been completely addressed.

Regular Reviews

Beginning with Fiscal Year 2016, the Committee recommends that OEO conduct an annual evaluation of the program's administration and processes that includes recommendations for improvement. The annual evaluation should include detailed data on:

- a) Goal attainment;
- b) Program highlights; and
- c) Challenges to be met.

In addition, a full and thorough review of the evidentiary basis for the M/WBE program achievements should be conducted every five years by an independent and external party that includes recommendations for improvement. An outside external source is recommended to ensure an unbiased review.

Contract Sizes and Scopes

To help increase M/WBE participation on contracts, the Committee recommends that the state unbundle contracts (where applicable and where appropriate) by dollars, scopes or locations. Unbundling contracts could facilitate the inclusion of more M/WBE participation in the bidding process and provide an additional means toward the achievement of participation goals.

The Committee believes that unbundling contracts would provide more opportunities for underutilized M/WBEs. DPMM should review contract sizes and scopes from an implementation standpoint.

Access to State Contracting Information

The Committee recommends that OA continues to move forward with the electronic advertising and eProcurement system which will improve access to state contracting information. Additionally, the state should monitor departments to ensure they are making an adequate effort to advertise all of the opportunities that are available.

The Committee also recommends the state implement a new requirement for departments to post a forecasting of upcoming bid opportunities well in advance of the publication of a Request for Proposal (RFP). This should be done upon completion of the department's Fiscal Year budget, or as soon as an upcoming opportunity is identified.

When possible, the departments should host a pre-proposal meeting and invite qualified vendors (both primes and subcontractors) to attend and learn about the projects in advance. This will also give the primes and subcontractors an opportunity to network and become familiar with who is interested in and available to bid on upcoming projects.

"Prompt Pay" Policies

The Committee recommends that OA ensures that all state agencies are aware of Sect. 34.055, RSMo4 regarding allowable charges that can be assessed on invoices issued to the state for supplies and services. The Committee also recommends that state agencies be encouraged to review their internal fiscal processes for paying invoices for goods and services to ensure invoices are paid promptly.

4 Missouri Revised Statutes, <http://www.moga.mo.gov/mostatutes/stathtml/03400000551.html>

5 Missouri Revised Statutes, <http://www.moga.mo.gov/mostatutes/stathtml/03400000571.html>

The Committee also noted that Sect. 34.057, RSMo was amended by Senate Bill 529 during the 2014 legislative session. The statutory changes regarding prompt payment and bond obligations for public works projects became effective on August 28, 2014.

OA should ensure that the appropriate state agencies are aware of the revised statute in order to be in full compliance.

Small Contractor Bonding and Financing Program

The Committee recommends implementation of a small contractor bonding and financing program to benefit the M/WBE program by assisting start-up or small businesses.

It is recommended that OA, FMDC, DPMM, OEO and other appropriate agencies identify the most beneficial assistance and feasibility of implementing such a program.

The Committee recommends that the state research existing programs to identify a replicable model program if available.

Outreach to M/WBEs

The Committee recommends that OEO seek approval and receive funding to hire an additional staff member to conduct activities and events aimed at reaching and educating minority and women-owned businesses about the benefits of participation in the state's M/WBE program.

OEO should also research and utilize other available resources (such as the Missouri Women's Council) in efforts to identify additional prospective business owners.

The designated 'outreach' staff member could potentially also oversee a Mentor/Protégé Program, if implemented the program may be extended in five-year increments until evidence reveals that parity has been achieved.

Accordingly, the Committee recommends that a sunset date for the M/WBE Program, indicating when it will end unless reauthorized, should be adopted to meet the narrow tailoring test that race- and gender-conscious measures be used only when necessary. A new disparity study or other applicable evidentiary review should be commissioned in time to meet the sunset date.

Small Business Program

The Committee recommends that the state adopt a race- and gender-neutral small business program to operate concurrently with the race- and gender-conscious M/WBE program. The state should identify specific contract dollars to set aside exclusively for bidding by Missouri small businesses. Only small businesses in Missouri that meet pre-determined criteria will be allowed to compete on these set aside contract dollars.

In order to define a small business in the state of Missouri, the state should identify businesses of a certain size and personal net worth similar to the federal Disadvantaged Business Enterprise (DBE) program. Further consideration should also be given to the size (number of employees) and (annual gross) revenue limitations used by the SBA.

The state should use some combination of the limitations and requirements identified by these two federal programs as the basis for the development of eligibility requirements necessary to qualify and/or participate in this small business program.

Executive Order 14-07

WHEREAS, the State of Missouri is committed to enhancing the economic health and prosperity of socially and economically disadvantaged small business and women/minority business enterprises; and

WHEREAS, section 37.020.2, RSMo, states that “[t]he office of administration, in consultation with each department, shall establish and implement a plan to increase and maintain the participation of certified socially and economically disadvantaged small business concerns or minority business enterprises, directly or indirectly, in contracts for supplies, services, and construction contracts, consistent with goals determined after an appropriate study conducted to determine the availability of socially and economically disadvantaged small business concerns and minority business enterprises in the marketplace”; and

WHEREAS, the Office of Administration has commissioned a Disparity Study which will be completed by August 15, 2014; and

WHEREAS, analysis of the findings of the Disparity Study and the formulation of recommendations that will promote greater participation in state contracting by women/minority business enterprises is an important endeavor that will be aided by a diverse group of individuals who understand the governmental contracting process and the challenges faced by women/minority businesses in that process; and

WHEREAS, the appointment of a committee to thoughtfully review the findings of the Disparity Study and produce meaningful recommendations will assist the State of Missouri in developing a contracting process that is inclusive, promotes diversity and provides greater opportunity for women/minority business enterprises.

NOW, THEREFORE, I, JEREMIAH W. (JAY) NIXON, GOVERNOR OF THE STATE OF MISSOURI, under the authority vested in me under the constitution and the laws of the State of Missouri, do hereby establish the Disparity Study Oversight Review Committee.

The Disparity Study Oversight Review Committee shall consist of the following individuals:

- **Michael Middleton**, Deputy Chancellor, University of Missouri-Columbia
- **William “Bill” Thornton**, General Counsel, Missouri Department of Higher Education
- **John Truesdell**, Vice President, Rose International (Retired)
- **Dr. Valerie Blackmon**, Management Consultant, Blackmon Consulting
- **Charlotte Hardin**, Missouri Legislative Black Caucus Foundation Board
- **Lyle Randolph**, Vice President and General Manager, Isle Casino Cape Girardeau
- **Lisa Althoff**, Executive Director, Missouri Women’s Council
- **Theresa Garza Ruiz**, Political Director, Laborers’ Local #264
- **Nia Richardson**, Director of Business Development and Marketing, DuBois Consultants, Inc.
- **Rhonda Carter Adams**, Executive Director, St. Louis/Eastern Missouri Area Mid-States Minority Supplier Development Council
- **Anna Croslin**, President and Chief Executive Officer, International Institute of St. Louis

- **Redditt Hudson**, Regional Field Organizer, NAACP Region IV
- **State Representative Tommie Pierson**, Missouri House of Representatives District No. 66, Chairman of the Legislative Black Caucus
- **Karlos Ramirez**, Executive Director, Hispanic Chamber of Commerce of Metropolitan St. Louis
- **Leonard Toenjes**, President, Associated General Contractors of St. Louis

The Disparity Study Oversight Review Committee is assigned for administrative purposes to the Office of Administration and the Commissioner of Administration is authorized to reimburse such expenses of the Committee as deemed appropriate.

The Disparity Study Oversight Review Committee shall engage in a thorough review and analysis of the Disparity Study and shall develop appropriate recommendations designed to increase the participation of women/minority business enterprises, directly or indirectly, in state contracts. The Commissioner of Administration may assign such additional duties as deemed necessary to accomplish the goals of the Committee.

The Disparity Study Oversight Review Committee shall present to the Governor and Commissioner of Administration by December 31, 2014, a report containing an analysis of the Disparity Study and its recommendations to increase participation by socially and economically disadvantaged small business concerns and women/minority business enterprises in state contracting.

This Executive Order shall expire on December 31, 2014, unless extended by subsequent Order.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Missouri, in the City of Jefferson, on this 2nd day of July, 2014.

Jeremiah W. (Jay) Nixon

Governor

ATTEST:

Jason Kander

Secretary of State

Executive Order 15-06

WHEREAS, the State of Missouri is committed to enhancing the economic health and prosperity of Minority and Women Business Enterprises (MWBEs) through the use of MWBE contract benchmarks established in state contracts for supplies, services, and construction that are consistent with §§37.020 – 37.023, RSMo, and the findings of the most current disparity study; and

WHEREAS, upon funding being appropriated by the General Assembly in 2013, the Office of Administration (OA) commissioned a Disparity Study which was completed on October 24, 2014, that studied the utilization of MWBEs in state contracts and the availability of MWBEs in the applicable marketplace; and

WHEREAS, Executive Order 14-07 established the Disparity Study Oversight Review Committee to review the findings of the 2014 Disparity Study and to produce meaningful recommendations to assist the State of Missouri in developing a contracting process that is inclusive, promotes diversity, and provides greater opportunity for MWBEs; and

WHEREAS, after conducting a thorough review and analysis of the findings of the 2014 Disparity Study, the Disparity Study Oversight Review Committee submitted its report to the Governor on January 27, 2015; and

WHEREAS, the Disparity Study Oversight Review Committee's report sets forth recommendations to help eliminate the lingering effects of discrimination to ensure a level playing-field for all Missouri business owners; and

WHEREAS, on September 14, 2015, the Ferguson Commission, created pursuant to Executive Order 14-15, released its final report which called for Missouri to implement a statewide MWBE program "with outcomes measures that incorporate capacity building, mentoring, and education with respect to the state and local procurement system;" and

WHEREAS, the State of Missouri is dedicated to the compelling governmental interest of remedying race and sex based discrimination in a manner consistent with state and federal law .

NOW, THEREFORE, I, JEREMIAH W. (JAY) NIXON, GOVERNOR OF THE STATE OF MISSOURI, in recognition of the obligations of the State of Missouri and by virtue of the authority vested in me by the Constitution and the Laws of the State of Missouri, do hereby state that the following narrowly tailored policies and procedures shall be adopted by the Executive Branch of state government in procuring goods and services:

1. All state agencies shall make every feasible effort to increase the percentage of goods and services procured from certified MWBEs in order to achieve the annual goals of 10% MBEs and 10% WBEs of all annual Executive Branch procurement funds. These efforts shall include participation in an Executive Branch Contract Compliance Council which shall, in cooperation with the Office of Administration, Office of Equal Opportunity (OEO), review procurement efforts to assist in meeting the requirements of this Executive Order.
2. Both the Division of Purchasing and Facilities Management, Design and Construction (FMDC) within the Office of Administration shall be authorized to implement the following program to increase MWBE procurements:

- a. Division of Purchasing and FMDC shall encourage prime contractors to subcontract with MWBEs on state contracts. Division of Purchasing and FMDC contracts are permitted to include a provision setting forth participation of MWBEs as prime contractors or subcontractors who perform a commercially useful function. MWBE participation requirements shall be determined by the Division of Purchasing and FMDC, in consultation with OEO and the user agency, by evaluating the availability of MWBE vendors in the applicable commodity/service and geographical area as determined by the most recent disparity study and other applicable factors. Division of Purchasing and FMDC shall use individual contract percentages to help meet the state's annual program goals. The MWBE participation will be evaluated for responsiveness along with other criteria in the award of a bid. The participation can be met through the use of prime contractors, subcontractors, suppliers, joint ventures, or other arrangements that afford meaningful opportunities for MWBE participation.
- b. Division of Purchasing and FMDC shall revise their policies and regulations to further implement this program which shall include a waiver provision for prime contractors who make a good faith effort to take all necessary and reasonable steps to attain such percentages but are otherwise unable to achieve them. Division of Purchasing and FMDC shall also establish enforcement procedures, in cooperation with OEO and the Contract Oversight Office within the Office of Administration, which shall include consequences for failure to meet percentage commitments unless a good faith waiver is obtained from the Division of Purchasing or FMDC, respectively.
- c. Division of Purchasing and FMDC are authorized and directed to identify and consult with such other certifying entities as recommended by OEO in order to facilitate MWBEs to participate in state procurements.

3. The Office of Administration shall also be authorized to:

- a. Conduct a comprehensive review of OEO and determine the need for increased funding and personnel to enable OEO to carry out the work it has been assigned.
- b. Evaluate the state's current MWBE eligibility standards and determine what revisions, if any, should be considered to applicable statutes and regulations. This includes an evaluation of whether MWBE eligibility should be capped based upon a firm's gross income and/or personal net worth. The Office of Administration should refer to the Disparity Study and the Committee's report as a reference regarding potential revisions to the program's eligibility standards.
- c. Research existing bonding and financing programs for small vendors that enhance access to bonding and working capital in order to reduce barriers to business development and success, and determine the feasibility of developing such a program within OEO.
- d. Evaluate the existing experience and surety bonding requirements and determine what adjustments, if any, should be considered to facilitate increased MWBE participation.
- e. Evaluate the possibility of lengthening solicitation periods for vendors, whenever possible, in an effort to increase MWBE participation.
- f. Research the feasibility and consider establishing a Mentor-Protégé Program within OEO, whereby a larger firm provides instruction and training to an emerging firm to increase the protégé's skills, capacities, and business areas.
- g. Educate and advise state agencies on implementing internal procedures that ensure compliance with §§ 34.055 – 34.057, RSMo.
- h. Implement an electronic contracting system that provides access to state contracting information and collects measureable data to document the achievement of MWBE goals.

4. OEO shall work with the Division of Purchasing and FMDC in the implementation of this Executive Order, and shall have the following responsibilities:

- a. Actively recruit, certify, and serve as a clearinghouse for MWBEs to participate in the program.
- b. Partner with agencies and organizations that conduct similar services that can provide technical assistance and supportive services.
- c. Cooperate with the Division of Purchasing, FMDC, and the Contract Oversight Office in the administration and enforcement of the MWBE participation program and contract requirements.
- d. Cooperate with the Division of Purchasing and FMDC in the development of policies, forms, and procedures to carry out the requirements of the MWBE participation program.
- e. Provide guidance to the Division of Purchasing and FMDC in the setting of MWBE individual contract percentages.
- f. Review and record the effectiveness of the state agencies' participation in the program in light of the availability and utilization of eligible MWBEs on individual contracts, and make recommendations to the agencies for improvement and enforcement of the program.
- g. Provide outreach to MWBEs to educate firms about the program, the state's procurement process, and business elements such as obtaining bonding, lines of credit, or other related services. Outreach efforts shall also serve to foster enhanced working relationships between MWBEs and prime contractors.
- h. Recommend sanctions for contractors who fail to faithfully execute MWBE participation requirements during the course of contract performance.

5. OEO shall review the program annually to monitor the level of MWBE participation achieved in state contracting areas during the previous fiscal year. An assessment of the program and whether the continuation is necessary shall be prepared by OEO and delivered to the Governor and the General Assembly by March after the completion of the fiscal year. After it is determined by OEO that MWBEs participate in state contracts at a level commensurate with their presence and capability in the state marketplace, then the program set forth in this Executive Order shall be terminated. If the program is still deemed to be necessary on March 1, 2019, a new Disparity Study should be conducted and a new Disparity Study Oversight Review Committee should be appointed to review the results of that study.

6. This Order shall take effect immediately and supersedes Executive Order 05-30.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Missouri, in the City of Jefferson, on this 21st day of October, 2015.

Jeremiah W. (Jay) Nixon

Governor

ATTEST:

Jason Kander

Secretary of State

Executive Order 10-24

WHEREAS, the Constitutions of the United States and of the State of Missouri afford to all persons equal protection under the law; and
WHEREAS, the Congress of the United States and the General Assembly of the State of Missouri have enacted legislation prohibiting discrimination in public accommodations, housing and employment on the basis of race, color, religion, national origin, sex, ancestry, age, and disability; and

WHEREAS, personnel practices and procedures within the executive branch of the State of Missouri should not discriminate, through disparate treatment or disparate impact, against anyone, in violation of any federal or state civil rights statute, executive order, rule, regulation, or judicial decision; and

WHEREAS, the employment practices of the State of Missouri and the operation of its services and facilities should serve as a model for business, industry, and labor; and

WHEREAS, Title VII of the Civil Rights Act of 1964 and the Missouri Human Rights Act prohibit employment discrimination based on race, color, religion, national origin, sex, ancestry, age, and disability.

NOW, THEREFORE, I, Jeremiah W. (Jay) Nixon, Governor of the State of Missouri, in recognition of the obligations of the State of Missouri and by virtue of the authority vested in me by the Constitution and laws of the State of Missouri do hereby promulgate the following Code of Fair Practices for the Executive Branch of State Government.

ARTICLE I

The executive branch of the State of Missouri shall ensure that all present and prospective employees are afforded equal opportunity at all levels and phases of employment within state government with respect to, but not limited to, hiring, recruiting, training, benefits, promotions, transfers, layoffs, demotions, terminations, rate of compensation, and recalls from layoffs. It shall be the responsibility of the State Office of Equal Employment Opportunity to monitor all departments of the executive branch of state government and assist them to ensure equal employment opportunity. The State of Missouri shall work to ensure that there will be no vestiges of discrimination against persons on account of race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, or disability; not only in employment practices but in the provision of services and the operation of facilities.

ARTICLE II

State Equal Employment Opportunity Officer

The Governor shall designate a State Officer, hereinafter referred to as the State Equal Employment Opportunity (EEO) Officer. The State EEO Officer shall report to the Governor and the Commissioner of Administration. He or she shall have primary responsibility for assisting in the coordination and implementation of workforce diversity programs throughout all departments of the executive branch of state government, and for advising the Governor on issues regarding equal employment opportunity, workforce diversity, and efforts to administer workforce diversity action goals and timetables for implementation throughout the departments of the executive branch.

The State EEO Officer shall be the state's chief compliance officer for the executive branch of state government to ensure that the State of Missouri is complying with all federal and state laws concerning equal employment opportunity and workforce diversity. He or she shall assist each department in developing a Workforce Diversity Plan. Additionally, the State EEO Officer shall review progress reports of the departments and shall meet biannually with each department director to evaluate departmental results and determine the course of future workforce diversity goals, timetables, recruiting, planning, and implementation. The results of each meeting shall be reported in writing to the Commissioner of Administration.

Not later than January first of each calendar year, the State EEO Officer shall provide a report to the Governor and the Commissioner of Administration that summarizes the activities of each department pursuant to this Order and that contains recommendations for additional programs to accomplish the purposes of this Order.

Subject to appropriations, the Commissioner of Administration shall provide the State EEO Officer with such facilities, staff, resources, equipment, and supplies as are necessary to carry out the duties set forth herein. The State EEO Officer shall submit a proposal each fiscal year to the Commissioner of Administration, detailing the needs of the Office of Equal Employment Opportunity.

ARTICLE III

Workforce Diversity Council

Each department director shall designate an individual with sufficient experience and authority within the department to be able to communicate on behalf of the department and to implement recommendations of the Council, to serve on the State Workforce Diversity Council, hereinafter referred to as the "Council."

The Council shall:

Meet quarterly and be chaired by the State EEO Officer;

Work to ensure that all employees of the state are educated on issues involving diversity;

Make such recommendations as it believes necessary to the State EEO Officer to assist in the implementation of this Order; and

Assist the State EEO Officer in formulating policy and issues that affect workforce diversity in the executive branch of state government.

The Council designee shall be the chief liaison to his or her department concerning equal employment opportunity and workforce diversity issues and shall make recommendations and report any changes, trends and new occurrences with respect to workforce diversity to their respective departments.

ARTICLE IV

Workforce Diversity Program

The Workforce Diversity Program will demonstrate the State of Missouri's good faith effort to eliminate any potential discriminatory barriers to employment, while enhancing the state's effort to provide equal employment opportunity and improve workforce diversity.

The Program shall:

- Ensure awareness of workforce diversity before hiring decisions are made;
- Prohibit the departments in the executive branch from engaging in unlawful discriminatory practices; and

- Place a strong emphasis on recruitment, retention, and upward mobility as methods to enhance the State of Missouri's work force through equal employment opportunity and workforce diversity.

ARTICLE V

Workforce Diversity Plan

Each department of the executive branch shall submit a revised Workforce Diversity Plan to the State EEO Officer by September 30th of each year. The primary responsibility for developing the Workforce Diversity Plan will rest with each department director. The State EEO Officer shall review and approve each submitted plan to ensure it significantly complies with the provisions and purposes of this Order.

Each Workforce Diversity Plan shall contain the following items:

- A departmental policy statement on Equal Employment Opportunity and Workforce Diversity;
- Identification of individuals who will be responsible for implementation of the Workforce Diversity Plan within the department;
- A utilization and availability analysis presented in a form and manner as determined by the Office of Equal Opportunity;
- Identification of problem areas and proposed actions and timelines;
- A statement on how progress will be monitored and reported;
- A description of departmental recruiting practices that will be used to diversify the department's workforce;
- Procedures used to ensure all tests for employment and promotion are nondiscriminatory; and
- Identification of diversity training needs within the department and plans to address those needs.

All state agencies shall require participation by all employees in periodic training that cover the topics of:

- Discrimination;
- Sexual harassment;
- Cultural and workforce diversity; and
- Other appropriate human relations training as determined by the Office of Administration, Division of Personnel. The Division of Personnel shall approve all Workforce Diversity Training provided by state agencies.

If the State EEO Officer determines that a department's Workforce Diversity Plan does not meet the requirements of this Order, he or she shall report the same to the Commissioner of Administration and the Governor, who shall take such actions and offer such assistance as they deem necessary to ensure that the department develops and files a Workforce Diversity Plan which meets the requirements of this Order.

ARTICLE VI

State Employment Services

All departments which provide employment referrals or placement services to public or private employers shall provide these services without regard to race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, or disability, and shall not engage in any unlawful acts in violation of federal or state discrimination laws. No job orders designed to exclude persons as mentioned above shall be filled unless by reason of a bona fide occupational qualification.

ARTICLE VII

State Services and Facilities

Every department shall offer its services to the public without discrimination. No state facility shall be used to promote any discriminatory practice, nor shall any department become a party to any agreement which permits any discriminatory practice prohibited by this Order, state or federal law.

ARTICLE VIII

Public Education

All state institutions of public education shall promote nondiscrimination in the provision of services and fairness in employment practices.

ARTICLE IX

Financial Assistance

Neither race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, disability, nor any other criteria in violation of federal or state discrimination laws shall be considered as a limiting factor in state administered programs involving grants, loans, or other distribution of funds to applicants for benefits authorized by law.

ARTICLE X

Health Care Service

All health care facilities licensed by the State of Missouri shall comply with all federal and state laws regarding discrimination in public accommodations including patient admissions and health care services as a condition of continued participation in any state program or eligibility for any form of state assistance or licensing.

ARTICLE XI

Training and Job Opportunities

All educational and vocational counseling, apprenticeship, and training programs involving state participation shall encourage the development of an individual's fullest potential in a nondiscriminatory fashion. Job training programs will be administered without regard to race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, or disability, and shall not engage in any unlawful acts in violation of federal or state discrimination laws.

ARTICLE XII

State Licensing and Regulatory Agencies

No department, board, commission, or agency shall grant, deny or revoke any license, permit, registration, certification, charter or other regulatory instrument on the basis of race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, or disability, and shall not engage in any unlawful acts in violation of federal or state discrimination laws. Any test administered as a prerequisite to licensure by any board or licensing or regulatory agency shall be designed to preclude any discrimination.

ARTICLE XIII

Employee Organizations

Employee organizations that exist in whole or in part for the purpose of dealing with employers in the executive branch of state government concerning employee grievances, labor disputes, or terms of employment shall not, on account of race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, or disability:

- Exclude or expel from membership or otherwise discriminate against any individual;
- Limit, segregate, or classify members or applicants for membership in any way which would deprive or tend to deprive any individual of any benefit, advantage, or privilege; or
- Directly or indirectly create any condition which adversely affects the status of any employee.

ARTICLE XIV

Publication and Posting

Policies, procedures, and communications relating to this Order shall be distributed to all departments. Each department shall make the Workforce Diversity Plan accessible to all of its employees.

ARTICLE XV

Other Governmental Bodies

All local governments and instrumentalities of government in Missouri are requested to cooperate with this endeavor to address fair and equal employment opportunities within the state.

ARTICLE XVI

This Order shall take effect immediately and shall supersede paragraph one (1) of Executive Order 05-30.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Missouri, in the City of Jefferson, on this 9th day of July, 2010.

Jeremiah W. (Jay) Nixon

Governor

ATTEST:

Robin Carnahan

Secretary of State

